

A NEW APPROACH TO WELFARE: GENERATING EXPERIENCES

"There is a non casual connection between the idea of knowledge as conversation and the rejection of algorithmic rationality in favour of reason that invents a sense of reality, through questioning and self-questioning . This idea of knowledge appeals to reason and it can only be seen as an acquisition of knowledge that proceeds automatically by virtue of compulsory steps forward deriving from premises underlying the resulting conclusions. Yet, an investigation that requires the exploration of various perspectives and the relentless contribution of multiple opinions will lead to an ever changing and open sense that can be achieved only in conversation."

Paul Feyerabend (Dialogue on Method, 1989)

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Abstract

A new approach to welfare: generating experiences

The decision to carry out an assessment survey was taken by the Social Economy Working Group, in the framework of its activities in collaboration with the Emilia-Romagna Regional Government, the representatives of the three regional co-operative associations and the Forum Regionale del Terzo Settore (Third Sector Forum), with the aim of highlighting the contribution made by the non profit sector to social and territorial cohesion in the Emilia-Romagna region. The first step was the identification of a sample of 55 projects, selected with the help of representatives of the Forum and of the co-operative associations, on the basis of two criteria: generating social innovation and responding to new social needs. During the second step, 23 projects were selected for further investigation using an evaluation grid, which showed how projects had been designed and generated added value for the local communities. The final 16 projects were further screened, analyzed and compared to describe the type of added value they offered to the community and the underlying generative mechanisms.

The following added value categories have been identified:

- social value
- cultural value and participation
- environmental value
- institutions strengthening
- economic value

The following generative mechanisms have been identified:

1. Identity and motivation
2. Civic entrepreneurship
3. Vision, knowledge and learning systems
4. Subsidiary approach in public administration
5. Participation and governance
6. Network quality and generation of interpersonal tools

The first chapter describes the context and the theoretical framework.

The second chapter highlights the methodological approach that has been adopted and the working method.

The third chapter brings together the most relevant information concerning each case that has been analyzed.

The fourth chapter illustrates the types of value generated by the projects and their related generative mechanisms.

Finally the fifth chapter provides a summary of the closing remarks:

- public policies are the fruit of the combined contribution by public authorities and social economy organizations in the provision of public utility services, in which the joint participation of both players is an essential requirement to ensure quality;

- public-private partnership is a tool to deliver more effective and efficient primary social services, which have so far been historically provided by the Welfare State. At the same time it helps identify and deliver services in new and additional fields. In so doing, new forms of co-operation are established with the civil society and stakeholders. The stakeholders involved are perceived as subjects capable of providing resources, skills and knowledge. Whether these resources and potentials are actually unlocked and transformed into initiatives capable of producing sustainable social innovation ultimately depends on the capacity of public and private actors to change not only their role, but also the implementation tools of welfare policies.

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PRESENTATION

This report has been drafted upon the conclusion of an important survey, which was started in late 2009.

Its goal was to carry out an experimental in-depth analysis, in order to acquire a better knowledge of the third sector and of the interrelations existing between the social, territorial and economic cohesion policies, which are the cornerstones of the Regional Spatial Plan² and of the Regional Government Agenda for the 2010-2015 period. This survey has undoubtedly been carried out in a context characterized by ongoing deep traumatic changes.

Since the end of 2007, the crisis has highlighted the vulnerability of the whole international economic system; it has challenged well-established paradigms, such as globalization, with heavy effects on Western economies. Italy and the Emilia-Romagna Region have suffered and are still suffering from the impact of the global crisis, leaving the question open of when a real economic recovery will actually take place.

The information contained in the "Agreement to overcome the crisis" shows that this financial crisis has had detrimental effects on the employment and labour system of our region as well. Nevertheless, the regional social and welfare system has proved to be effective in withstanding and indeed dampening its impact on the citizens of the region. The Emilia-Romagna Region ranks first in Italy for its levels of performance and wellbeing and, in particular, the third sector, compared to other business sectors, is the only one that is not only holding but even growing; whereas, the manufacturing and tertiary sectors have seriously been affected and are still suffering from the effects of the crisis. Yet, this is not enough. It is necessary to shift away from the past and to put in place new strategies and policies, which, starting from the current level of welfare, will be able to "raise the bar even further," to anticipate social change and to meet the new rising needs in our constantly changing society.

New services must be designed and implemented to meet the new needs of citizens and families. Hence, new relationships shall have to be established with enterprises, in a totally different and innovative way, by reshaping the role to be played by the public sector (and therefore by the regional authority) in relation to the third sector, with a greater opening and with a broader involvement of beneficiaries.

This is a momentous challenge, especially when confronted with such a difficult global situation. Several problems must be addressed, including not only the effects deriving from the crisis, but also the heavy cuts in public expenditure introduced by the Government and the difficulties faced by the regional and local authorities, which have to act using their own means, in compliance with the limits imposed by the Stability Pact.

The Emilia-Romagna Region is determined to live up to this challenge and to take action, supported by its belief in its ability to cope up with it and to govern the change.

Hence, a different role is to be played by the public sector. It should act in a subsidiary and flexible way throughout the whole welfare system, from co-design of strategies and policies together with the beneficiaries to the final delivery of services. This is the only possible way to provide convincing solutions centred on citizens and on the community as a whole. In other words, the challenge is to combine all efforts and resources more effectively, to implement highly performing policies, at the lowest possible cost, by creating virtuous processes, so that the welfare system is no longer regarded as a cost, but as an opportunity for the community, economy and society as a whole.

The survey highlights two important aspects: the case studies make it clear that another different and innovative welfare is possible and that the public sector, at different stages of the governance process, must act in order to guarantee the public function of welfare services.

This is far from being an irrelevant result; indeed, it is an encouraging starting point to explore new working methods and forms.

Let me, finally, wholeheartedly thank all the leading actors of the case studies that have been analyzed for their time and patience and all those who have been involved in the survey. Thanks to their commitment, they have allowed to open a fruitful discussion to enrich the tools available to us and that are useful to better design future welfare policies.

Teresa Marzocchi – Head of the Department for the promotion of social policies and policies for the integration of immigration, voluntary associations and the third sector.

² Approved by the Emilia-Romagna Regional Assembly on February 3, 2010, d. 276

1 – Background, motivation and research questions

1.1 Background

1.1.1 *Relevance of social economy organizations*

It is now widely recognised that Social Economy Organizations are key stakeholders for the social and economic development of advanced societies.

A first authoritative statement in this regard has been made by the European Parliament Resolution on "the Social Economy Report", approved on February 19th, 2009, which expressly asked the EU Commission to recognize the essential role played by the social economy and to take specific measures aimed at simplifying the establishment process and to provide the financial support to these types of businesses, in order to support their development.

The strength of this statement lies in the specific recognition of the contribution provided by social economy to modern society, namely to enhance the quality of the social dimension of the public sphere, through the provision of public utility services and the reinforcement of the community fabric, at the same time further consolidating the economic dimension.

The ability to focus on social and economic development of social economy organizations is also reflected in the recent European Commission's *Single Market Act*³. According to the Commission, in order to achieve the goal of building a competitive single market at a European level, a key role must be played by social economy organizations and, in particular, by social entrepreneurship. As a matter of fact, these very firms, more than any other, are close to the concept of sustainable development, as the reference paradigm underlying social and economic action.

1.1.2 *Welfare and new needs*

The growing recognition of the social and economic relevance of social economy organizations is linked to the need to define new and effective welfare policies, specifically aimed at overcoming the crisis of the dualistic State-Market model.

The reasons underlying this crisis lie in the combination of these two causes:

- The growing difficulty to provide answers through centralized monetary supply, which in the course of a few years' time has highlighted the inadequacy of welfare systems, including the Italian and, more generally, Continental European systems, focusing more on direct monetary aid to demand (pensions, various subsidies, citizenship income, etc..) rather than on the supply of services;
- The growing differentiation of needs (at all levels: by age, gender, geographical areas, etc..) which has gradually made the standardized responses provided by public sector more and more ineffective.

With regard to this latter point, the demographic trend should be taken specifically into account, given its especially important role in the area of new needs. An aging population and the gradual erosion of the working population proportion are the two major phenomena having the largest impact on future

³ COM(2011) 206 final, Communication from the Commission to the European Parliament, the Council, the Economic and Social Committee and the Committee of the Regions, *Single Market Act - Twelve levers to boost growth and strengthen confidence "Working together to create new growth"*

welfare⁴. Over 65 year-old people account for 20% of the total Italian population (12.2 million) and in 2030 they will exceed 26% (16.5 million), with a 35% increase in twenty years. There will be an additional number of 4 million non working people, but a reduction of 2 million working people.

The increase in the dependency rate of elderly people will trigger off growing imbalances between the contributors and beneficiaries of the pension system, which will be subjected to new compatibility challenges. This process will be accompanied by an outstanding growth in the demand for care, today accounting for 6.7% of the population, which will be expected to reach 10.7% (6.7 million) by 2040.

Demographic trends are accompanied by new changing needs of a qualitative nature.

In particular, a greater complexity arises from the growing importance of intangible aspects of these needs, with special reference to the identity and relational sphere.

As a matter of fact, one of the most extensive and surprising changes concerns the way in which people's well-being is reached and perceived. In particular, the change of wealth is no longer viewed as the primary determinant influencing the change in the individual happiness, as reported by people.

The influence of economy on individual well-being does not end, in fact, with the production of wealth, but it is more and more linked to the changing value production dynamics, which are typical of (the so-called post-modern) contemporary economic systems, where the identity and relational dimension becomes central.

1.1.3 New well-being indicators

For a long time, social and economic sciences have referred to a concept of happiness and well-being that is fully identified and characterized in terms of increased individual wealth.

GDP by inhabitant and level of satisfaction in Italy

GDP by inhabitant (thousands of Euro, according to 2000 prices) (left scale)
percentage of people satisfied with their lives (right scale)
Mobile average of three terms of the percentage of satisfied people



10.

In parallel, at the macro level, the "affluent society" embodied the idea that the increase of economic wealth and consumption levels would be translated into a degree of happiness of individuals and of society as a whole. Since the '70s, however, several studies have shown a lack of fulfilment in the advanced economies, despite an abundance of goods. Paradoxically, the increase in personal income, which has been recorded in all Western economies since World War II onwards, and the ability of individuals to satisfy a growing number of needs have not translated into a greater degree of personal happiness.

This phenomenon, identified as the "paradox of happiness", was mentioned for the first time in 1974 by Richard Easterlin. He provided evidence that, as income increases, the level of happiness reported by individuals grows up to a certain point beyond which it begins to decline. A series of subsequent studies has confirmed that, beyond a certain threshold, people's happiness scarcely depends on income increases and it is considerably more related to other factors, such as personal, family and friendship relations, participation in the life of organizations and associations, relative comparisons, etc.

The Governor of the Bank of Italy, Mr. Mario Draghi⁵, has described the Italian situation by referring to the ratio between the degree of satisfaction and GDP, reporting an opinion poll conducted by the European Commission within the Community since the seventies. It has been emphasized that the divergence between income and satisfaction, which can be traced back to the "Easterlin paradox", highlights the independence between the indicators of subjective perception of quality of life and quantitative measures of income and wealth. In addition to the series of studies on happiness, the contribution by Amartya Sen⁶ should also be mentioned. By joining the growing criticism on the use of GDP and other economic variables as the only indicators to measure the well-being of individuals, he has analyzed the concepts of freedom and development by defining them in terms of *functionings* and *capabilities*. *Functionings* indicate the actual experiences (*beings and doings*) that the individual has freely decided to make based on the value he attributes to them. Whereas, *capabilities* are the chosen alternatives, namely the set of functionings that can be chosen by an individual (Sen, 2000).

The debate on the definition and measurement of individual welfare that has developed over the past few years has achieved full recognition with the creation of the "Commission on the Measurement of Economic Performance and Social Progress" by French President Nicolas Sarkozy in 2008, with the goal of highlighting the limitations of using GDP as an indicator of wellbeing and formalizing a set of guidelines and indicators for measuring well-being to be used for the purposes of *policy design* and *policy evaluation*. Istat (the Italian Central Statistical Office) itself, together with CNEL (the National Council for Economics and Labour), launched the establishment of a "Steering Group on the measurement of progress of Italian society" in November 2010, with the aim of developing a multidimensional approach of fair and sustainable well-being, by integrating GDP with other indicators.

As a matter of fact, the quality of relationships appears to be one of the most interesting dimensions as a determinant of well-being in advanced societies. This can be explained by the growth of so-called relational poverty, in addition to poverty due to the scarcity of material resources. Several authors have highlighted the tendency of the society we live in to replace interpersonal relationships with positional goods, which are connected to the relative status of those who own them (Putnam, 2004).

⁵ "Growth, well-being and tasks of political economics", Keynote Speech by the Governor of Banca d'Italia, Mario Draghi, at the meeting on "Economic development and well-being" in memory of Giorgio Fuà, Neo-Latin Economists Association, November 5th 2010, Ancona.

⁶ Indian Economist Nobel Prize Laureate in Economics in 1998, Lamont University Professor at Harvard University.

While a relationship requires a high initial risk and "maintenance," positional goods reflect the need to assert one's status in a reference group by increasing social isolation due to the fact of being possessed, but also because they require a demanding workload to be purchased and replaced - once the satisfactory potential is exhausted. The time taken away from social relations further isolates individuals and the extreme consequences of these dynamics are the so-called "Relational poverty traps".

A further important element is the presence of social capital, whose conceptual definition has recently been characterised by a significant convergence of analytical efforts on the part of economists and social scientists. Social capital can roughly be identified with the level of trust, the set of values, lifestyles, standards of behaviour which, in situations of non-coincidence between private and collective interest, guide individual choices towards specific directions, in accordance with the promotion of the common good of society, or anyway of the reference social group (Ecchia and Zarri, 2005).

It points out that the social and economic progress can be configured, on the one hand, as a trustworthy 'consumer' (as it assumes the existence at a sufficiently high level), but on the other hand, it does not represent in itself an effective trustworthy 'manufacturer' (in the sense that it is not able to endogenously generate the stock of confidence it is constantly needed). As now shared by a broad social science literature and by major national and international institutions, social economy organizations are characterized by their ability to act positively on these critical issues, using their ability to produce relational goods and to generate social capital, namely to nurture social networks, trust and a sense of belonging.

1.1.4 Regional social economy framework

The Regional social economy framework can usefully be built on the theme of social capital, previously discussed at the end of the previous paragraph.

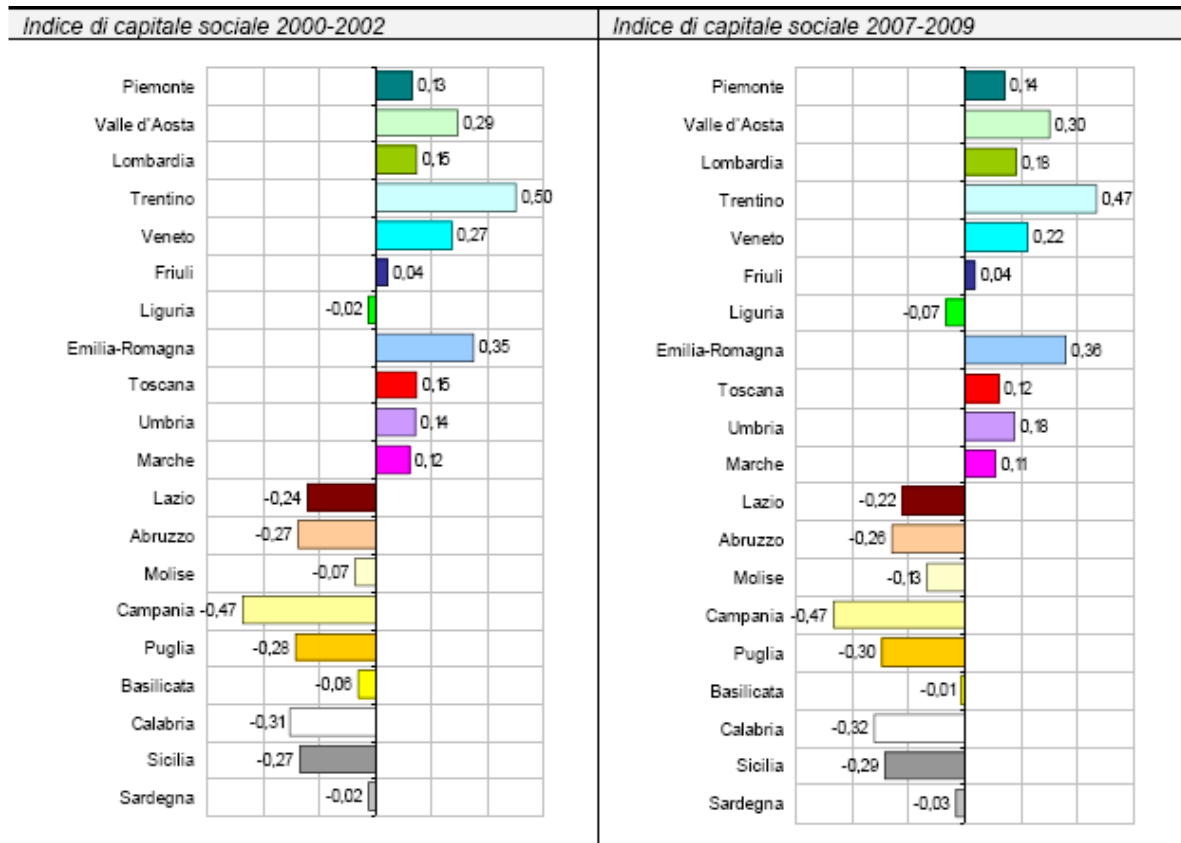
The 2010 Regional Economy Report by Unioncamere Emilia-Romagna points out that the Emilia-Romagna Region ranks second in Italy in terms of social capital, soon after the Trentino-Alto Adige Region.

Multidimensional social capital indicator

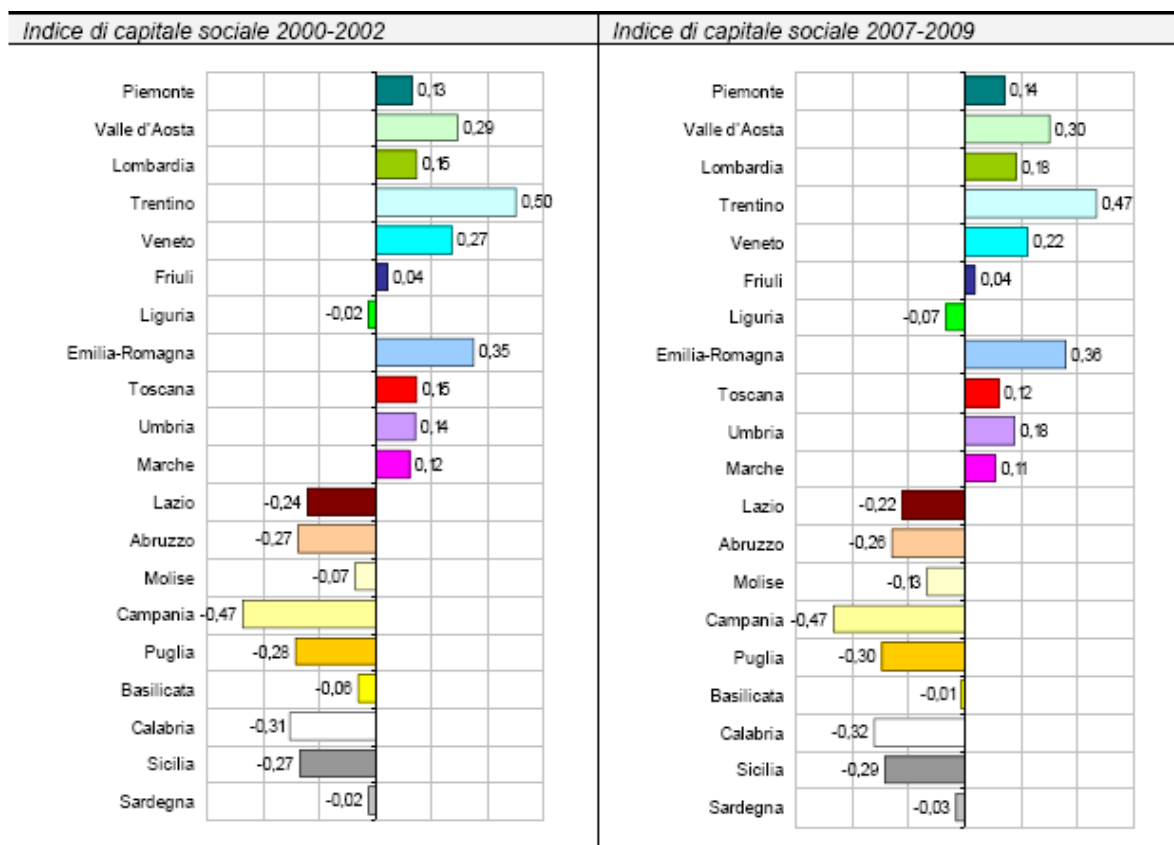
Index calculated on the basis of 2000-2002 values and index related to the 2007-2009 period. Italy = 0

social capital index 2000-2002

social capital index 2007-2009



Fonte: elaborazione Area studi e ricerche Unioncamere Emilia-Romagna



Fonte: elaborazione Area studi e ricerche Unioncamere Emilia-Romagna

The analysis highlights that this position is determined by an intense civic participation of Emilia-Romagna inhabitants and by a high quality widespread network including associations, voluntary organizations, social co-operatives and, more generally, the third sector. The analysis allegedly confirms the strategic role that social economy organizations play with regard to social cohesion shown by the local community.

However, this is not the only value provided by the organizations to the regional community. In particular, the most active social economy sector, i.e. social co-operatives, shows an anti-cyclical dynamic trend.

Social co-operatives by sector of activity

Number of co-operatives, revenues and employees. Year 2009 and changes as against 2008

	Coop.ve	Ricavi 2009	Dipendenti 2009	Var. ricavi 2009/2008	Var. addetti 2009/2008
A	433	691.752.310	26.913	9,1%	4,8%
A+B	129	114.208.612	3.810	12,2%	4,7%
B	202	125.492.340	3.436	0,9%	3,9%
C	36	199.691.779	523	12,1%	7,7%
TOTALE	800	1.131.145.041	34.682	9,6%	4,6%

A - cooperative che gestiscono servizi socio assistenziali, sanitari ed educativi;

B - cooperative che svolgono attività diverse - agricole, industriali, commerciali o di servizi - finalizzate all'inserimento lavorativo di persone svantaggiate;

C - consorzi costituiti come società cooperative aventi la base sociale formata in misura non inferiore al settanta per cento da cooperative sociali;

Fonte: : elaborazione Centro studi e ricerche Unioncamere Emilia-Romagna su dati della banca dati GHIBLI di Unioncamere Emilia-Romagna

A – Co-operatives managing social, health care and educational services;

B - Co-operatives engaged in different - agricultural, industrial, business or services – activities aimed at the integration of this advantaged people into the labour market,

C – Consortia set up as co-operative firms, made up of at least 70% of social co-operatives.

Source: data processed by Emilia-Romagna Unioncamere steady and research Centre based on the Emilia-Romagna Unioncamere GHIBLY database.

2009 was a year characterized by a sharp decline in business volume and employment for the regional economy; whereas, social co-operatives performed well, with a nearly 10% revenue growth and a 4.6% employment rate increase.

This growth concerns almost all areas of activity, including non-residential social care, which is the main sector, with almost 200 million turnover and 7,000 employees.

Social co-operatives broken down by business sector

Number of co-operatives, revenues and employees. Year 2009 and changes compared to 2008

	Coop.ve	Ricavi 2009	Dipendenti 2009	Var. ricavi 2009/2008	Var. addetti 2009/2008
Assist. sociale non residenziale	277	537.328.076	18.167	9,9%	3,6%
Assistenza sociale residenziale	100	182.742.237	7.305	10,5%	7,7%
Assistenza sanitaria	29	57.120.030	1.195	8,2%	2,8%
Riciclaggio/gestione rifiuti	22	56.092.751	719	13,8%	-0,7%
Istruzione	72	52.486.166	1.561	11,1%	3,8%
Commercio	21	50.482.262	687	11,7%	7,6%
Attività professionali	27	35.872.589	345	8,3%	13,0%
Pulizia	48	34.624.336	1.225	7,0%	3,8%
Manifatturiero	52	33.277.504	874	-6,0%	1,0%
Agricoltura	37	29.880.897	659	-3,6%	-2,0%
Servizi alle imprese	26	22.090.714	499	16,1%	18,2%
Alloggio	24	15.887.327	424	8,2%	3,6%
Trasporti	16	12.106.701	476	78,8%	31,1%
Attività intrattenimento	15	5.364.685	127	23,1%	-11,7%
Altro	35	5.788.765	419	-6,0%	12,5%
TOTALE	800	1.131.145.041	34.682	9,6%	4,6%

Fonte: : elaborazione Centro studi e ricerche Unioncamere Emilia-Romagna su dati della banca dati GHIBLI di Unioncamere Emilia-Romagna

In 2009 the association and voluntary sector proved to be very active, with 2,665 voluntary organizations, more than 650,000 members and 85,000 active volunteers.

Voluntary organizations broken down by main activity

Number of organizations, members and volunteers

Attività principale	Organiz.	Aderenti	di cui volontari	Attività principale	Organiz.	Aderenti	di cui volontari
Sanitarie	911	401.359	33.313	Educative	62	2.504	890
Tutela ambiente	148	118.668	5.484	Tutela beni culturali	90	2.221	941
Socio-assistenziale	1.097	97.582	34.433	Ricreative	6	214	64
Protezione civile	246	16.017	8.493	Centro servizi	9	38	96
Tutela diritti	168	13.412	2.375				
Prev. veterinaria	95	7.294	1.336	TOTALE	2.665	654.332	85.434

Fonte: elaborazione Centro studi e ricerche Unioncamere Emilia-Romagna su dati della banca dati del volontariato della Regione Emilia-Romagna

Their presence plays a fundamental role with respect to the quality of social relations within the local community, in promoting the gratuity principle. It also plays, in addition to other things, a significant role in the identification of and fight against poverty, with the involvement of 300 organizations and 11,000 volunteers.

The associations world is a further important part of the third sector, with 2,687,159 members, i.e. almost two every three inhabitants of Emilia-Romagna. About 1,500 associations work in the promotion and cultural sector, with more than one million and one hundred thousand members. The second most important sector concerns sports activities with almost 900,000 members.

Associations broken down by main activity

Number of associations and members

Attività principale	Associazioni	Soci	Attività principale	Associazioni	Soci
Promozione e cultura	1.493	1.112.583	Attività e tutela per disabili	35	14.888
Attività sportiva	727	885.004	Attività rivolte ai giovani	31	4.777
Attività rivolte agli anziani	214	315.964	Attività rivolte agli immigrati	50	4.326
Tutela dei diritti	32	143.963	Attività rivolte alle donne	14	3.224
Attività ricreativa	228	134.286	Attività faunistico venatoria	37	3.146
Tutela ambiente	99	41.069	Altre attività	200	62.145
Tutela salute	17	31.989			
Attività turistica	247	22.301	TOTALE	3.057	2.687.159

Fonte: elaborazione Centro studi e ricerche Unioncamere Emilia-Romagna su dati della banca dati delle associazioni della Regione Emilia-Romagna

It should be noted that the Unioncamere Emilia-Romagna 2010 Regional Economy Report, which devotes a relevant space to the third sector, confirms all the issues that have been pointed out in the previous paragraphs, showing that the correlation between economic growth and social cohesion is increasingly weaker. Consequently, paying attention only to for-profit companies, and in particular to capitalist corporations, is not an adequate and effective key to detect social dynamics. In particular, it should be highlighted that if, on one hand, over the past five years, economic growth – which, as is well known, has been very low - has travelled at "a hundred miles per hour", on the other hand, citizens' welfare - from an economic point of view and not from the quality of life point of view - has travelled at "28 miles per hour", namely a speed nearly four times lower. In other words, if a few years ago, the success of businesses was followed by citizens' welfare - and vice-versa - now this virtuous cycle seems to be broken.

Applying the same metaphor, the role to be played by social economy organizations consists in keeping the two speeds aligned, thus linking the economic growth to an increase in the quality of life. More specifically, on one hand, the analysis points out the essential role played by these new organizations for the regional welfare and, on the other hand, the close link between economic growth and welfare, the latter being, in this very historical phase, a driving force rather than a subordinate element, i.e. a social investment, rather than a cost.

1.2 Scope of research

1.2.1 Motivation and scope of the analysis

As previously mentioned, social economy is one of the most valuable "products" of the Emilia-Romagna Region. It has played and continues to play a key role both in terms of social cohesion and leverage for local development. Social economy organizations are also a point of excellence of the local community: the presence and activity of associations, social co-operatives and voluntary organizations help create and strengthen the social and economic fabric of our country. The political action of the Region, through its guidance and planning documents, has always tried to reconcile economic growth and social cohesion by encouraging the development of a system of enterprises supported by a widespread and complex network of social and home care services. From the point of view of the Single Regional Policy, whose reference policy guidelines were outlined in the SPD (Single Programming Document) for the 2007-2013 period, one of its 10 founding goals consists in building a new community welfare: the construction of an integrated system of social, health and social and healthcare services to respond to new people's changing needs. The same PTR (Regional Territorial Plan) identifies social cohesion as an undisputed pillar of regional policies. The Regional Health and Social Plan (PSSR) intends to establish an idea of community welfare addressed to citizens' welfare, based on a strong guarantee provided by the "public sector" and, at the same time, of decision-making processes, programming and implementation processes of health and social services and actions, with the deep involvement of civil society organizations, social partners, third sector, including the same people and families who need support and care. Confirming and extending the social fabric cohesion is one of the priorities that guides the setting of all territorial welfare. It is supported by the assumption of full responsibility by the public sector and with the recognition of the public function performed by civil society organisations, who are called to participate in the planning and setting of health and social planning priorities.

While recognising the organizations working in the third sector, the Directorate General of Health and Welfare Policies has set up⁷ a working group focusing on "Social Economy" composed of Regional officials and representatives of the three central co-operatives and the Forum del Terzo Settore (Third Sector Forum), with the aim of:

- highlighting the contribution of the third sector to promote social cohesion and its impact in economic terms;
- facilitate the exchange of information and knowledge between the public and non-profit sector;
- coach and support the central co-operatives and other social economy stakeholders in submitting projects in the framework of EU programs;
- include the issue of the social economy in the regional evaluation plan.

⁷ Decisions by the General Director of Health and Welfare Policies no. 6963 dated 8/07/2009 " setting up of a working group on the internationalisation of the social economy" and no. 3040 dated 23/03/2010 " extension of the activities performed by the working group on the internationalisation of the social economy".

The Public Investment Evaluation and Verification Unit of the Emilia Romagna Region, in the framework of the SPD Single Evaluation Plan, has promoted a cross-sector evaluation survey, implemented in collaboration with Eret (related to projects carried out in mountainous areas in the region during the 2000-2006 programming period). Efforts have been made to set up a working method aiming at seizing the main features and mechanisms of combination between those factors, on some innovative projects of the past programming period (2000-06), in order to draw useful indications for the construction of new routes for the implementation of the Single Regional Policy.

Based on this experience, the technical working group on "Social Economy", decided that it was interesting to apply and adapt this method to the analysis of a few innovative case studies in the framework of the third sector. The general objectives of the research can be summarized in the desire to give prominence to the contribution made by social economy to the local development, expressed in terms of social cohesion and social innovation; to better understand the mechanisms through which these organizations are able to provide timely, innovative and flexible solutions to meet the needs of new disadvantaged social groups, which are made increasingly more by social developments; to understand how these responses are part of the reorganization process of the whole regional and local welfare system. Such a reorganization process requires an increasingly more serious commitment and special attention by the Regional Authority to the changes in the social fabric and structure of the regional territory and of its various local communities. Trust and primary solidarity networks are built and strengthened in these places. During the precise definition of the evaluation design, the working team has gradually and clearly defined its goals, by focusing on the identification of the key elements that contribute to the creation of innovative responses to emerging needs or in the process of differentiation in the social context, in order to capture information, suggestions, thoughts and ideas useful to a multi-annual programming of regional social and welfare policies.

1.2.2 The research questions

Based on the motivations and objectives set forth above, the following key questions have been identified and analysed by this report:

- a) What is the contribution that can be provided by social economy to the local development expressed in terms of social cohesion and social innovation and how can such a contribution be enhanced?
- b) What are the mechanisms whereby these organizations are able to respond quickly, innovatively and flexibly to new emerging categories of needs?
- c) What public policies can effectively support social innovation and social cohesion produced by social economy organizations?

1.3 The Theoretical Reference Framework

The definition of a theoretical reference framework has allowed to clarify and deepen the cognitive objectives of the survey and to build the research design appropriately.

1.3.1 Features and distinctiveness of social economy organizations

A first theoretical element that informs the present investigation work concerns the specific role that social economy organizations play in modern society.

This role must be attributed to the existence of a "distinctive" character, which is the ability to identify the presence (according to varying degrees) of specific characteristics in such organizations, which differentiate them from the public and for-profit market organisations and make them particularly suited to manage certain public utility services.

Several attempts have been made to define the distinctiveness of social economy nonprofit organizations with respect to the State and to the private market.

The basic principles underlying this report first of all show that these organizations are characterized by:

- An ideal motive;
- A mission oriented approach;
- A widespread presence of non-instrumental relationships (expressive rationality);
- A presence of people with strong intrinsic motivation;
- An ability to understand and satisfy unmet needs, aggregate demand and to organize appropriate responses.

Another key unique feature is the ability to produce **relational goods** and **social capital**. By *relational goods* we mean those goods whose usefulness to the person consuming them depends not only on their intrinsic and objective characteristics, but also on the way in which they are shared with others (Bruni and Zamagni, 2004)⁸. *Relational goods* are specific assets with certain characteristics: in fact, they require the *knowledge of the other person's identity*, assuming that the people involved have an in-depth knowledge; they are also *anti-rival goods*, whose consumption feeds the good itself and requires an investment of *time*, and not of mere money. Therefore, the production of relational goods cannot be left to the market laws, since it cannot abide by the rules of private goods production. As a matter of fact, in the case of relational goods it is not just a matter of efficiency but also of effectiveness. At the same time, it could not even occur according to provision of public goods by the State, although the relational goods have features in common with public goods. With respect to social capital, it can be identified, to start with, with a set of values, lifestyles, standards of behaviour that, in situations of non-coincidence between private interest and collective interest, guide individual choices towards directions consistent with the promotion of the common good of society.

It can be usefully differentiated into a bridging social capital - or "intergroup" social capital - which, literally, "creates bridges" between a particular social group and other individuals who do not belong to the group of subjects having favoured the accumulation of this form of capital. To the contrary, the production of this type of positive externalities is not attributable to the bonding social capital - or "intergroup" social capital -, which is characterized by the presence of a clear-cut line of demarcation between insiders and outsiders, between those who belong to the group and those who are excluded from it. Social economy organizations, being *mission*-oriented rather than *profit*-oriented entities, are able to select and foster non-instrumental behavioural motivations, within society, and at the same time to contribute to enhance a generalized trust. Therefore, an economic system characterised by a significant proportion of voluntary organisations will be potentially more able to successfully face the problem of a paradoxical (and more or less rapid) collapse of its trust "capital stock".

⁸ Bruni, L. and Zamagni, S. (2004), *Economia Civile. Efficienza, equità, felicità pubblica*, Il Mulino, Bologna.

1.3.2 Distinctiveness of social economy organizations and transformation of the welfare system

A second perspective concerns the transformation of the welfare system, in particular the transition from the welfare state to the welfare society, a breakthrough which not many years ago was considered to be unthinkable of not only in our country but also in other European countries. Among the many problems posed by the transformation of the welfare system, one of them is outstanding: it concerns the space to be attributed to consumers or users of social services, and especially of home care services.

Three main prevailing theoretical positions can be pointed out.

According to the first one, which is based on an idea of the Welfare State as a "transfer state", a welfare service consumer is a mere service user and therefore a subject whose only real option is voicing his discontent (i.e. "voice" in the sense attributed to it by Hirschman).

A second position is that of the consumer-customer: namely a subject with purchasing power and who "is always right", in the sense that, at least in a certain area, exerts a real sovereignty and has the right to use the "exit" option.

Finally, there is a position deriving from the rights theory, whereby the consumer is seen as a citizen, who does not just confine himself to consuming the services of his own choice and that others have decided to produce, but who "demands" to contribute to define the quality of the services he requires, along with the other stakeholders involved in the supply. It is not difficult to grasp the implications of these three positions.

The first one leads to a welfare state model, which delivers services in response to people's abstract needs, however, without taking their individual needs into account. Yet, as shown by literature, when the specific requirements of beneficiaries of social services are disregarded, this will result into rising costs and increased levels of dissatisfaction.

In the second position, citizens' freedom of choice is limited by a demand for services to people, characterized as a derived demand, subject both to the "availability effect" (changes in the supply induce a corresponding change in demand) and to the "set of choices effect" (for example, access opportunities to healthcare affect patients' preferences).

Finally, the consumer-citizen role implies that the welfare system recognizes that – both individual and collective - subjects have the ability, i.e. empowerment, to become active partners in the action planning process and in the consequent adoption of strategic choices.

This assumes that civil society should organize itself in an appropriate manner if it wishes to find a way to convert concrete needs into user friendly services that are fully respectful of personal freedom. In other words, a more widespread and robust category of social economy organizations is needed, representing a whole variety of stakeholders, that is, a plurality of entities. According to this theoretical perspective, the objective function of such organizations is to serve, in some specific way, the communities they work for through the production of social externalities and the preservation of equity reasons.

Technically, an externality is created whenever the actions performed by a subject have a - positive or negative - impact on the well-being of others, an impact that is not mediated or regulated by the price

system. On the other hand, a social, or collective externality concerns the community as a whole. Public health is a typical example of a social externality, as is social cohesion, or local development. In the presence of social externalities, the overall benefits generated by the activities performed by a service provider are not only those attributable to the output that is obtained, but also those related to the way - namely the type of process - in which that output has been produced and especially in the motivational system that drives those who promote that specific activity.

Social economy organizations are also involved on the demand side, allowing it to get structured and organized, to liaise independently with the supply subjects and to affirm the principle whereby the activities performed in the social reproduction processes also affect the production of "meanings" and not just of output.

1.3.3 The added value of social economy organizations

The growing importance of social economy organizations has highlighted the need to measure the specific contribution that these organizations provide to the communities in which they operate.

In other words, it is necessary to identify the *specific quality (or added value)* that the action performed by these organizations brings to a welfare system (Colozzi, 2006).

The question concerning the definition of "added value of a service provided by a social economy organization" should therefore be rephrased as follows: "Is the service different from that provided by a public authority or a profit-making enterprise?" and if so "in what sense is it different?" (Bassi, 2011).

To answer this question, the concept of value should be considered first. It is a complex concept, because it has a broad and diverse semantic meaning. It contains at least two major shades of meaning: "the expression of a positive quality" and "a unit of measurement".

It should be noted that the two dimensions of the concept, while remaining semantically distinct, do not indicate the impossibility of quantitatively measuring a quality element. The challenges of overcoming the current welfare indicators, such as GDP, as previously mentioned, go exactly in this direction.

For the purposes of this survey it is important to understand "in what sense" a value can be said to be "added". With reference to this theme, a contraction of the semantic meaning of the term "added" should be observed, in particular, deriving from the use of the term in economics, in the sense of growth, increase, exchange value (price) of a given good or service, which is the result of a process of "transformation" or "transfer" of the availability of a good from one economic actor to another one. This conflation of the "added" concept with the "growth" (quantitative increase) concept has of course had consequences in terms of its measurement – i.e. the design of a complex and articulated system for the detection of changes in value of a good or service over time - again by privileging the quantitative aspects at the expense of qualitative ones (Stiglitz, Sen, Fitoussi, 2009).

To overcome the limitations of the economic approach it is necessary to introduce the concept whereby a value is added not only with reference to something (what is it "added") but also compared to someone (who measures the increase in value).

In this report a definition of "added" value will be adopted that qualifies it as "the detection of the transformation process of a performance or service in qualitative terms, that is, with respect to the quality of service perceived by the user (recipient beneficiary)" (Bassi, 2011).

What social economy organizations deliver produces an added value if, and only if, it has a different value for those who benefit from it (both individuals and the community), compared to what could happen if the service were delivered by government agencies or profit-making businesses.

The various meanings of added value considered in this research work are defined here below.

1.3.4 The concept of economic, social, cultural and institutional added value

The theoretical hypothesis gained from this work shall, in principle, have at least four major value added definitions (summarized in diagram n over and o. 1) that a social economy organization can deliver to society as a whole (macro level), to the local reference community (meso level) and to people who work in it or who benefit from its services (micro level).

First of all, AEV (added economic value) should be mentioned, resulting from the contribution in terms of increase (or non consumption) of material, economic and financial wealth (investment, savings) that a social economy organization produces through its specific activity.

For example, in terms of employment generated, but in this case, again, as is well known, not merely in terms of number of jobs "created", but rather in the sense of quality (decent) jobs: work life balance; present wage differences (the ratio between the highest and the lowest salary should not be higher than 2 or 3); training offered in view of the acquisition of further vocational qualifications, etc.

Secondly, SAV (social added value) should be identified, namely the specific contribution provided by a social economy organization in terms of production of relational goods (internal relational dimension) and the creation of social capital (external relational dimension).

Thirdly, CAV (cultural added value) should be mentioned, which derives from the special contribution that a social economy organization creates in terms of dissemination of values (fairness, tolerance, solidarity, mutual aid), consistent with its mission, in the surrounding community.

Finally, the IAV (institutional value-added) should be added to the picture, which results from the ability of a social economy organization (or network, or coordination unit, or representation body) to provide a contribution in terms of strengthening horizontal subsidiarity, intra-institutional and inter-institutional relationships.

Scheme No 1 - Dimensions of the value "produced" by an organization (adapted from Bassi 2011)

ECONOMIC VALUE	Contribution in terms of increase (or non consumption) of material, economic and financial wealth (investment, savings), which produces an OTS through its specific activity.
SOCIAL VALUE	specific contribution in terms of production of <i>relational goods</i> (internal relational dimension) and creation of <i>social capital</i> (external relational dimension).
CULTURAL VALUE	specific contribution in terms of dissemination of values (fairness, tolerance, solidarity, mutual aid), consistent with its mission, in the surrounding community.
INSTITUTIONAL VALUE	contribution in strengthening horizontal subsidiarity, intra-institutional and inter-institutional relations.

1.3.5 Social economy organizations and social innovation

The concept of social innovation has been recently addressed by a variety of disciplinary approaches, specialized languages and cultural-political guidelines.

In order to describe the theoretical approach adopted by this research work, a brief description of

three of the main definitions found in the reference scientific literature⁹ has been provided here below.

The first definition is as follows:

Social innovation is a *complex process* introducing new products, processes or programs that profoundly *change* the basic routines, resource and authority flows, or beliefs of the *social system* in which innovation occurs. These successful social innovations have a *durability* and *broad impact*.¹⁰

This is the broadest definition, derived from the discipline of social sciences; it appears to be the highest definition of the so-called "systemic approach".

Its constituent (characteristic) elements are listed here as follows:

What is it?	A complex process
Innovation object	Products, processes, programs
Effects	Deep change
Change object	Basic routines, resources, authority flows, beliefs
Reference framework	Social system
Property	Duration and broad impact

The second definition that has been taken into account is the following one:

Social innovation refers to innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly diffused through organizations whose primary purposes are social¹¹.

This definition is the most specific/narrow one. It is taken from economics and is the most advanced processing of what has been defined as the "pragmatic approach".

Its constituent (characteristic) elements are as follows:

What is it?	An activity or service
Innovation object	---
Effects	Responding to a social need
Change object	---
Reference framework	Social Organizations
Property	---

The third definition that has been taken into account is as follows:

⁹ The choice and analysis of definitions have been taken from the Position Paper of the European School on Social Economy (ESSE) of the University of Bologna, by Andrea Bassi.

¹⁰ Westley Frances and Antadze Nino (2010), "Making a Difference: Strategies for Scaling Social Innovation for Greater Impact", *The Innovation Journal: The Public Sector Innovation Journal*, Vol. 15 (2).

¹¹ Geoff Mulgan, *The Process of Social Innovation*, in "Innovations. Technology, Governance, Globalizations", Spring 2006, MITpress, Boston, p.146.

A novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals¹².

This definition is midway between the two mentioned above. It has been developed in the framework of management and administration sciences and, in our opinion, it is the most sophisticated elaboration of what has been defined as the "managerial approach".

Its constituent (characteristic) elements are as follows:

What is it?	An innovative solution
Innovation object	---
Effects	Created value
Change object	A social problem
Reference framework	Society
Property	Effective, efficient, sustainable, equitable

As clearly emerges from the following view points, very diverse definitions are provided. In the first case, social innovation calls into question the profound changes in the inner workings of a social system (authority flows, beliefs). It prevails in the field of political and social sciences and it emphasizes the "collective" aspect of the innovation process (which can never be reduced to the contribution by a single individual, however great it may be). It is the most careful approach to the political dimension of the social innovation process, to the possibility that conflicts may arise regarding the outcome and impact of innovation, to the fact that social innovations are often promoted by social movements that mobilize large segments of the population.

The second case is a diametrically opposed interpretation of social innovation compared to the previously mentioned one. Here the role played by the individual, the social entrepreneur, the innovator (inventor) is enhanced. It advocates the attitude shown by those individuals who respond to new "social" needs by designing new ways and also through the use of innovative organizational forms (including hybrid forms, going beyond the boundaries between public, private and not-for-profit sectors).

The third definition is a sort of an intermediate approach between the two approaches outlined above. It emphasizes the operational and management aspect of social innovation, which must be a "solution" distinct from the previously adopted ones, featuring four specific characteristics: to be more effective, efficient, sustainable and fair.

The definition adopted in this paper is the third one, that supplements and completes the first one, by introducing the concept of created "value", which must have a public rather than a private dimension. Starting from this definition, the role played by social economy organizations in the production of social innovation is taken into account.

It should first be noted that the definition that has been taken into account (unlike the second one), does not make any specific reference to social economy organizations, with regard to the nature of the entity implementing the innovation. According to this view, every economic and social stakeholder is able to innovate: the academy, the public administration, for-profit businesses, movements. However, even on the basis of the theoretical approach outlined above, it should be pointed out that

¹² Phillis James A. Jr., Deiglmeier Kriss, Miller Dale T., *Rediscovering Social Innovation*, in "Stanford Social Innovation Review", Fall 2008, 6, 4, Stanford, p. 36

these organizations play a key role in this field.

As a matter of fact, innovation in the social domain seems to be fostered by the pressure exerted by the presence of unmet social needs, whose satisfaction will enable to improve the quality of people's lives. Social dissatisfaction is therefore an important driver for social innovation: when the gap between social needs and services is too wide it will create a space for self-organized action by individuals or by more or less formalized groups of individuals, which is precisely the main process leading to the genesis of civil society organizations and, in particular, to social economy.

Starting from the identification and response to emerging needs by these organizations, relationships are established with the public administration (in various forms, such as accreditation, funding, partnerships, etc..) enabling social innovation to extend its benefits to the system as a whole.

In particular, the in-depth analysis carried out by the authors, points out that innovation can result from - formal and informal - partnerships between stakeholders belonging to different worlds and therefore bringing along different experiences and knowledge.

The emphasis laid on hybridization and on the encounter of different realities and organizational cultures to foster innovation by these authors seems to be very interesting.

The inability to innovate is often linked to the inability to adopt a different perspective in problem-solving. In this sense - referring to the analysis approach adopted so far - it can be stated that it is important for institutions to be able to recognize pluralism not only within the non-profit sector, recognizing the cultural peculiarities of the different existing models but more generally, in the social and economic system, recognizing the idiosyncrasies of each type of organizational context and facilitating interaction between them.

From this point of view, partnerships between public sector, market and social economy, might be especially important, since they are capable of providing substantive responses to complex social needs, providing innovative and interesting solutions, which put the complexity of relationships to the benefit of the community, as an *outcome*.

The theoretical approach to social innovation that has been adopted is also linked to the approach based on the added value produced by social economy organizations (SEO), outlined in the previous paragraph.

It is possible to link the production of value to the ability to create social innovation by social economy organizations: more specifically, it is reasonable to assume that where there is a major production of high added value (be it social, cultural, economic or institutional) highly innovative processes are in place, although it is not possible to show a close causal link between these two elements.

1.3.6 Social economy organizations and social cohesion

The increasing complexity of contemporary advanced societies is frequently related to the birth of the so-called "risk society", characterized by a close integration between economies and societies, by the flexibility of production factors and the perfect mobility of financial assets. In such a well organized system, global flows of capital, people and information have led to a serious erosion of more traditional subjects of social cohesion in advanced societies, particularly in Europe and North America, as the State and the macro-political representative organizations.

In this context characterized by significant and profound social changes, the scientific community now

believes that social economy organizations are able to provide a specific contribution to the increase of social cohesion. It has been taken into account from at least three different viewpoints.

In the first perspective, social economy is primarily seen as a producer of services that allows the introduction of principles of flexibility and competition in the context of welfare policies; the introduction of appropriate regulation methods (such as demand financing instruments according to quasi-market logics), informed by the subsidiarity principle, allow this production function to reduce total social spending, improve service quality and increase the freedom of choice for citizens-users.

The second perspective emphasizes the social reporting role. Social economy is regarded as a tool capable of achieving greater transparency and accountability by the public administration and enterprises, as regards the social, political and environmental impact of their actions.

To the extent to which this kind of action is successful, social cohesion, intended as trust in public institutions and in the market, will proportionately grow.

In the third perspective, it is recognised that social economy organizations play a key role in relation to the close link between social cohesion and social capital, on the one hand, (intended as the ability to contribute significantly to the growth of trust and reciprocity of a wider community) and the economic and social development, on the other hand.

This paper makes particular reference to the first and third options.

In particular, this choice is positioned in the previously outlined perspective, which considers how the "social" attribute may have at least two distinct, although complementary meanings in the social economy.

Social economy can be regarded as such, firstly, because its main objective is the production of social utility goods and services, taking into account that a few social groups may be excluded, or because their own business is characterized by an element of social benefit (e.g. the employment of disadvantaged people).

In addition to this first meaning, however, a second one can be identified and related to the fact that this sector is characterized by a high "relational" intensity. Both due to the nature of goods and services produced, but even more due to the procedures to be implemented for carrying out the activities themselves, the distinctive character of social economy can be found in the reciprocity principle (Bruni and Zamagni, 2003; Zamagni, 1997). This regulates social relations through an adjustment mechanism based on a principle that is neither the exchange of equivalents - which is typical of the market - nor the authority - which is typical of the State.

In this sense, although non-exclusively, reference may be made to the third sector. The analysis of institutional dynamics and evolution that flows between the three sectors of activity points out the possibility that the stock of social capital present in a given community can be eroded by the economic action of the State and Market (Hollis, 1998; Bruni and Sugden, 2000), thus, referring to the risk of a civic and social impoverishment that ends up also by negatively affecting the economic development process (Antoci, Sacco, Vanin, 2003).

In this perspective, the role played by the third sector can be better understood, as a way towards the reinstatement of capital; hence, the third sector proves to be able not only to produce goods and services of high social value, but also to enhance a self-sustaining social and economic development process, through the action of the Market and of the State.

Therefore, the social (or relational) character is not only the precondition and the operating mode of the social economy, but it also represents the outcome of the activities performed by third sector organizations as a whole. The dual social value of social economy organizations, in their capacity as producers of goods and services of social utility, on the one hand, and reinstatement of the social

capital, on the other hand, provides additional justification, as opposed to traditional failure of the State and of the market, concerning the need for the public sector to promote the development of social economy.

2 - SCOPE OF INVESTIGATION AND METHODOLOGICAL APPROACH OF RESEARCH

2.1 DEFINITION OF THE SCOPE OF INVESTIGATION

The definition of the scope of investigation is informed by a logic aimed at highlighting the specific contribution by social economy organizations. It should be underlined that the activities performed by these organizations is primarily the result of a free expression of civil society and, as such, is characterized by a specific quality of social action. In other words, social economy should not be described as an "emergency" or remedial action, but rather the accent should be laid on the fact that it is an original social setting that provides a level of social quality that could not otherwise be reproduced either by the public sector or by the market.

In order to understand this peculiar social added value, some specifications have been defined in the framework of investigation. The first specification concerns the presence of design innovation elements. To this regard, the report focuses on new means by which social economy organizations develop and turn into fair social infrastructures, as well as the ability to find solutions to problems of general interest, through networking, in the local reference community. Target groups, related to specific users or broader scopes of action, have also been identified as a further specification of the scope of investigation. This has allowed us to better identify sub-areas of activity, where significant case studies could be specifically taken into account.

In particular, the following domains have been identified:

Elderly people domain

Active elderly people sub-domain:

- promotion of wellbeing and socialization processes (loneliness, new cultural needs, etc.); enhancement and reuse of skills

Dependent elderly people sub-domain:

- family support;
- care-givers;
- social mobility;
- relational support.

Children/Adolescents domain

- integration of immigrant minors;
- *drop-outs*;
- enhancement of talent, creativity and socialization.

Social Inclusion domain

- disadvantaged people categories (convicts, drug addicts, disabled, immigrants);
- new forms of poverty (loss of jobs, single-parent families, relational goods, home ...).

2.2 METHODOLOGICAL APPROACH OF RESEARCH

Literature dealing with the evaluation research on social economy has pointed out that several significantly different approaches have been developed since its onset. From a methodological point of view, by simplifying, two fundamental approaches can be identified, drawing inspiration from similar reference paradigms, but which then assume different and peculiar characteristics. These macro perspectives of analysis can be referred to the positivistic-experimental and to the hermeneutic schools of thought that characterize the constructivist-oriented approaches. In particular, this study has adopted a constructivist approach (Bertin, probe, Palutan, 2006), whereby evaluation research can be considered to be a social process. It emphasizes how the process dimension characterizes the implementation of social actions. Researchers are not primarily concerned with the need to define the basic values by which the validity of results can be judged, before the implementation of the project, or to have a clear reference theory allowing to verify the consistency between objectives and results.

The constructivist approach takes the complexity of the practical action processes into account, namely, the complexity due both to the dynamics between stakeholders and different values, and to the nature of problems that have to be addressed. The emphasis is laid upon the comparison between the stakeholders and the discovery process accompanying social action. The values by which the project will be judged result from the implementation process itself. In other words, social action and its reflexivity will allow to progressively focus on the factors that will then enable researchers to express their opinion.

The project itself cannot always define the destination to be reached beforehand, but only the way forward: i.e. the goal to be achieved becomes clearer and becomes more clearly shaped as the project unfolds through milestones along its path.

With reference to the evaluation process and tools that are used, the focus is not exclusively on the project implementation dynamics, but it is targeted on the unexpected effects produced by the project on the system and on its surrounding environment. The importance attached to the scope of the discovery pushes the evaluators to use qualitative techniques based on in-depth interviews or on case studies, according to experts' opinions.

The constructivist approach evolves by specifying the dynamics that lead to opinion-making. In other words, truth is not constituted by the quality of information but by sharing and agreeing on its truthfulness among players. In this way, stereotypes are not automatically called into question by stakeholders, but their re-definition depends on the information exchange processes that are put in place. The construction of meaning is based on the perception and selection of information that is deemed able to undermine the cognitive structures used by an individual to govern his own decision-making process.

When faced with collective processes, it is not so automatic to challenge reading and interpretation patterns of reality (and of social action effects). Specific information processes must be put in place that help overcome the dynamics connecting stakeholders to the system.

These considerations lead to a redefinition of the assessment processes, addressing the interaction between stakeholders towards meaning creation processes that contribute to the construction of language, concepts, a shared information base and decision-making process.

Starting from this approach, the survey has been characterized by a design that envisages heterogeneous groups and participatory dynamics.

The variety of experiences made locally have been taken into account as much as possible, in an

attempt to identify instruments that can provide a comprehensive overview and specific in-depth analyses.

Mainly qualitative analysis techniques have been identified. In particular:

- *desk analysis* (document analysis) for thematic contextualization and the construction of project reading matrices, in order to highlight the key features of each project; these reading matrices have been built by implementing and enhancing, where necessary, tools already available in the specialist literature and site links;
- case studies through which to investigate some of the projects selected in relation to changes deriving from deeply rooted actions.

The analysis of case studies are required for the design of mainly face-to-face semi-structured interviews¹³, administered to privileged witnesses who, for various reasons, have made or benefited, directly or indirectly, from the initiative and/or are able to express their opinions on the changes produced by the initiative itself.

As for the case studies, the selection criteria have focused on exemplarity rather than on statistical representation, in order to highlight the richness and variety of experiences that have been made. Hence, case-studies are used as a "social research strategy investigating a phenomenon in its natural conditions, by using different data that describe it in depth, in order to obtain exemplary (not necessarily positive) cases of paradigmatic representations, of analytical contexts"¹⁴. The main research information sources have been documents, information and publications related to the projects, the issue of evaluation, the social economy, social cohesion and social innovation themes, which can be distinguished from the existing and specific ones that have been collected during the survey.

Matrices, on the one hand, and case studies, on the other hand, have sought to identify those elements within projects that could have affected outputs and their persistence (in space and time) and the reconstruction of the underlying rationale, by understanding the mechanisms that have influenced the final outcomes.

2.3 The work path

2.3.1 Commitment and organization of activities

The *tavolo dell'economia sociale* (Social Economy Forum), previously existing as an informal working group, was established in March 2009, with managerial determination. Coordinated by the Planning and Development Unit of the social services system, it is composed of several regional third sector stakeholders (Centrali Co-operative Regionali and Forum del Terzo Settore) and Regional officers from different departments (Vice Presidency of the Regional Government, Project Planning and Evaluation

¹³ A semi-structured interview is aimed at letting contents emerge following a trace that outlines the main areas of the investigation and hypotheses. The formulation of questions is not pre-established, but their content is. (K.D. Bailey, 1985, "Metodi della ricerca sociale", Bologna, Il Mulino). The interviewer follows a trace of the topics to be touched upon, but the order and way in which the various themes are to be addressed are left to the free decision and assessment of the interviewer (P. Corbetta, 1999, "Metodologia e tecniche della ricerca sociale", Bologna, Il Mulino).

¹⁴ <http://www.valutazione.it/public/Glossario%204-3.pdf>, website of the evaluator, Claudio Bezzi.

Service, European Policies and International Relations Service). Ervet, the regional development agency, has supported the group by providing it with its technical assistance.

The Social Economy Forum has been set up to meet the following specific objectives, such as:

- facilitate the exchange of information and knowledge of public and private third sector stakeholders also in view of internal replicability;
- develop and transfer design processes that them from the local community or within different organizations in which the system is structured;
- supplement the already existing experiences and disseminate knowledge, by facilitating the creation of stable relationships at a European or international level;
- involve the system stakeholders in the design of regional projects.

The reflections shared within the Forum and the activities that have been carried out have led to the identification of the few specific areas of intervention. Among others, the definition of indicator systems for the assessment of the social added value produced by the social economy, which was reflected in the definition of the research activity that is reported here. Given its composition, the Social Economy Forum can be defined as one of the research proponents, along with the Emilia-Romagna Regional authority.

The types of activities and the approach that have been identified have required the subsequent inclusion of the Public Investment Evaluation and Verification Unit of the Emilia Romagna Region into the working group and the appointment of AICCON as technical support body by the planning and development service of the social services system.

A technical working group has subsequently been set up in the framework of the Forum, in charge of the operational aspects for the implementation of activities. It is made up of experts from the Planning and Development Service of the social services system, from the Public Investment Evaluation and Verification Unit, from Ervet and from AICCON. It has been entrusted with the definition of tools, methodologies, planning and implementation of the various investigation phases and analysis of results.

The coordination between the extended Social Economy Forum and the technical group has been assured by several exchanges of information, meetings, discussion and sharing of tools, steps, intermediate and final results of the activities.

2.3.2 Definition of criteria for case identification

In order to identify the first-tier case studies, i.e. all the cases from which those to be analyzed were subsequently identified, the "Social Economy Forum" members have suggested a few guidelines, in the framework of the previously outlined subject areas:

1. "fully developed" experiences (minimum optimal time since the conclusion of the experience 6 months);
2. identifiable, tangible and quantifiable results;
3. representativeness in terms of innovation, compared to at least one of the following elements:

- 3.1 needs;
 - 3.2 processes;
 - 3.3 products/services;
 - 3.4 users;
4. prevalence and significance of the contribution by one or more third sector stakeholders;
 5. case geographical distribution (a criterion used only if the geographical position is a key discrimination element with regard to the previous criteria).

Based on the combination of fields and criteria, 55 projects were selected by third sector representatives involved in the extended "Social Economy Forum".

2.3.3 Selection of good practices

Logical framework and sorting grid

With a view to defining appropriate methods for the selection of good practices, starting from the theoretical framework outlined above, a logical scheme was shared that would allow the cross-reading of cases through the identification of the characteristics of each project. We started from the idea that social innovation can be intended as the ability to respond to people's emerging needs and that the morphogenesis process concerning the social need/response relationship that leads to social innovation can be summarized, generally, as follows:

- Time T1: Structural conditioning - initial configuration of the need-response relationship
- Time T2 and T3: interaction between the initial response configuration and evolving needs.
- Time T4: social innovation: new ways to respond to emerging needs.

As already mentioned with regard to these organizations, they are characterized by:

- an ideal motive;
- a *mission oriented* approach;
- a high level of intrinsic motivation of people working in it;
- a widespread presence of non-instrumental relationships (expressive rationality).

Starting from these characteristics, social economy organizations are able to provide an improvement to their direct beneficiaries, to create value for the society in which they operate, at times unintentionally as a result of activities carried out in pursuit of their mission. In particular:

- Economic value: it is given by the contribution in terms of increase (or non consumption) of material, economic and financial wealth (investment, savings), that an organization produces through its own activity.
- Social value: it is the specific contribution by an organization in terms of production of relational goods (internal relational dimension) and creation of social capital (external relational dimension).

- Cultural value: it results from the contribution that a specific organization helps to create in terms of distribution of values (fairness, tolerance, solidarity, mutual aid), in accordance with its mission, in the surrounding community.
- Institutional value: the contribution given in terms of in terms of horizontal subsidiarity, intra-institutional and inter-institutional relations.
- Environmental value: the contribution given in terms of development of the local area, saving environmental resources and reducing environmental impact, especially at local level.

The (potential) ability of social economy organizations to produce such values make them especially effective in:

- seizing the emerging needs: it suffices to think of the non-instrumental relationships and of their natural ability to anticipate the evolving needs;
- organizing innovative responses to these needs: it suffices to think of the ability and flexibility to restore economic resources and not to dedicate them to new services;
- changing deeply rooted need-response relationship configurations: it suffices to think of the ability to disseminate values and operational modes, then integrated into the social system as a whole (for example, the birth of social co-operatives and the successive laws that have regulated them).

Based on this logical scheme, the following good practice selection methods have been chosen:

- verification of compliance with the above-mentioned general and specific criteria;
- the definition of the few selection criteria related to the ability to produce:
 - economic value;
 - social value;
 - cultural value;
 - institutional value;
 - environmental value;

The grid, which has been illustrated here below (adapted from Bertin, Sonda, Margheri, 2006), is therefore the tool that has supported the identification of a set of projects (including those presented by the regional Third Sector representatives) that were the subject of further investigation.

More specifically, the intent of the grid was to define a few criteria and dimensions, which once the basic criteria had been verified, could be functional to read the various value related aspects of the projects, considered to be relevant with respect to the production of social cohesion and social innovation.

Concept	Criterion	Dimension
Ability to produce social value	Ability to read local community needs	Identification of emerging needs, primarily with respect to the scope of the project, not only during the design stage but also during the performance of activities, for example through the collection of information gathered by public institutions and/or third sector organizations within the reference community or by the service users.
		Interpretation of emerging needs, for example through meetings within the organizations in charge of the project through informal moments of discussion.
		Formalization of the analysis, for example through the drafting of a specific document reporting the results of needs detection and interpretation.
	Ability to strengthen formal relations	Presence of a complex and heterogeneous partners' network (third sector organizations, government agencies, non-profit enterprises). Possible extension of the partners' network envisaged by the project during its development.
		Maintenance of relational character over time (beyond the end of the project) with the partnership members (if envisaged by the project). For example, by launching new projects/activities on the partnership themes.
		Consolidation/extension of relations with third sector organizations (not members of any project partnerships). For example, by promoting initiatives and collaborations, through participation in coordination meetings (third sector forums, consultations, etc..) or through participation in joint initiatives.
		Consolidation/extension of institutional relations, such as through the promotion of meetings with local institutions, through the participation in meetings or programming opportunities offered by public administrations.
	Ability to manage informal relations	Capitalising on relations to bring benefits to design, for example through the use of any representation of members of the board of directors of the organization/s implementing the project in other (political, co-operative bank, business, religious, association, etc..) systems, through the existence of relationships with influential people or through the exchange of members' internal resources (skills, equipment, trade).
	Strengthening of the voluntary sector	Increase in the number of volunteers of the organization sponsoring the project.
	Ability to establish relations with the beneficiaries	Presence of other beneficiaries involved in the project, in addition to the ones who were originally envisaged.
Presence of a relationship with beneficiaries after the conclusion of the project. For example: becoming volunteers of the organisation; keeping friendship ties with the organisation workers; referring other people with similar problems to the organisation.		
Building of open governance systems	Involvement of key stakeholders in the initiative design process, with regard to the scope of action and reference community (beneficiaries, families, volunteers, social workers, other third sector organisations, public authorities, etc.).	
	Involvement of key stakeholders in the initiative and management process, with regard to the scope of action and reference community (in particular beneficiaries and beneficiaries' families).	
Ability to produce cultural value and promoting civic participation	Facilitation of the community	Contribution to participation processes, for example by promoting the setting up of new associations (of volunteers, families, voluntary groups, neighbourhood groups, pensioners, etc.).
		Awareness raising towards the local community problems are examples through the organisation of meetings and events with key stakeholders (users, families, etc.) or within the reference community.
	Development of cross fertilization activities	Participation in meetings to share skills and experiences with different organisations (at the regional and national and international level) having an

Concept	Criterion	Dimension	
		impact on internal organizational culture.	
		Development of internal learning and discussion processes on organizational culture in relation to the co-operation with different organisations (complex partner networks).	
		Participation in study visits to change good practices with other realities, and labour (at the regional and national and international level).	
	Presence of the evaluation and transparency culture		Presence of information and documentation tools have related to the design activity. For example, user monitoring or <i>follow up</i> activities, outcome assessment activities, and measurement of users' satisfaction.
			Use of information for evaluation purposes, are examples through internal discussion and interpretation of results, for molestation of results in a document, external dissemination of results and impact of results on the decision-making processes.
			Use of social accounting tools by the project organisers/promoters, for example by means of the drafting of a social budget or mission, drafting of the charter of services and adoption of an ethical code.
	Project continuity		Project continuity beyond the conclusion of the project.
Degree of awareness of the project within the reference community		Implementation of a social communication plan, for example by means of the organisation of events (project presentation and dissemination of results), use of off-line communication tools (<i>house organ</i> , press etc.) and on-line tools (site, on-line newspapers, etc.)	
Ability to produce environmental value	Enhancement of the environmental capital	Implementation of activities aimed at enhancing the environmental capital, for example by means of the organisation of promotional events, communication campaigns and educational activities in schools.	
	Preservation of the environmental capital	Implementation of operational methods aimed at saving environmental resources and reducing the environmental impact, for example by means of material recycling, use of solar panels, etc.	
Ability to produce institutional strengthening	Strengthening of the horizontal subsidiarity	Ability to influence and guide to local policies.	
		Recognition of the project value by local authorities	
	Strengthening of intra-institutional and inter-institutional relations		Reproducing activities (partially or fully) in other related projects within the same scope of action or in the framework of other projects..
Ability to produce economic value	Promotion of social entrepreneurship	Promotion of new social entrepreneurship stakeholders.	
		Strengthening/development of entrepreneurial activities for example by means of new services for the extension of human resources involved in the organisation.	
	Resource allocation		Allocation of economic resources and degree of independence from public funding. For example: diversification of funding sources for balancing public and private funds.
			Allocation of non-economic resources. For example: through the free and mutual allocation/acquisition from/to other organisations of resources, such as premises, equipment, performances and skills.

2.3.4 The field survey

The development of the survey tool has envisaged the drafting of an interview grid to be used during the interviews (see Annex). The grid, once experienced in the first cases, was considered to be effective and thus validated.

The areas to be explored in the interviews focused on the following major areas:

- need/context;
- individuals and their relationships;
- evolution of the project and relationships;
- awareness-raising/dissemination;
- organizational learning;
- evaluation of results;
- environmental sustainability;
- institutional recognition/legitimization;
- entrepreneurship/ economic sustainability;

These areas were intended to be closely related to the value dimension of the case selection card. In-depth, face-to-face interviews were conducted and sometimes supplemented by telephone interviews, concerning 23 cases.

As far as each case was concerned, the project managers, project partners, institutional representatives and, whenever possible, project beneficiaries or volunteers involved were interviewed.

There has been a great participation and co-operation by respondents, apart from very few rare cases. Interviews lasted on average more than one hour and provided respondents with an opportunity to reflect on their experiences often with a fresh look. Many respondents also expressed interest in the results of the research and asked to be kept updated on its results. The information collected by the interviews is very interesting although not statistically significant, given the small size of the sample that has been taken into account.

2.3.5 Case study analysis

The research team then analyzed the information emerging from field interviews and from the study of collected documentary material. The analysis was carried out starting from the logical framework that informs the grid of values produced by social economy organizations listed above. The evidence that emerged was then discussed and shared in the course of several plenary sessions by the Technical Group.

During these meetings, all in the members of the group agreed on the need to make a further effort in deepening the analysis, which covered a sample of 16 cases.

This need arises from two interconnected aspects:

- the importance of understanding the causal processes underlying social innovation observed and the consequent production of added value;

- the desire to provide useful elements of analysis for the definition of effective policy guidelines.

It was thus decided to investigate the mechanisms that have allowed the creation of social innovation and value creation in the projects that have been analyzed. The object of the study was then defined under the title of *generative mechanisms*. To this end, the working group focused on the identification of the constituent elements of generative mechanisms and, for each case, of the mechanisms that have generated previously observed added values. Of course, these two logically distinct study implementation phases, were developed jointly, through a mutual feedback process. A series of meetings allowed the Technical Group to deepen this process, to discuss the major findings of the analysis and to share opinions on options and guidelines. In order to obtain consistent and comparable outcomes of the analysis of each case study, a specific report sheet was drafted and included in Chapter 3 of this report. The results, in terms of generative mechanisms, which are specific to each case study, were then considered together as a whole, with the aim of identifying the elements that transcend the local specificities, and ultimately including these mechanisms into categories characterized by more general semantic fields, with a view to develop an analysis tool for different contexts and an effective framework for the definition of policy guidelines. This study has led to the identification of 6 generative mechanisms, illustrated in Chapter 4. The results in terms of policy guidelines are covered by Chapter 5.

3 - Case studies

This chapter provides a description of 16 case studies, which have been identified, as previously explained, through different work stages, conducted always with the full participation and consultation with the third sector representatives. To start with, 55 projects¹⁵ were reported and selected according to several criteria and requirements, as set forth in the previous chapter, by the third sector representatives themselves. These projects are representative of all the provinces within the Region and of all third sector stakeholders. They cover a wide variety of target groups (elderly people, minors, disadvantaged people), investment size (ranging from projects worth only a few thousand Euros to over 4 million) and types of services provided.

The next step - case analysis and assessment - was conducted by the technical group with the support of the grid evaluation tool that defines the criteria and size characterizing social economy. This grid has allowed a cross-reading of very diverse projects, by highlighting the valuable elements of each one (social, cultural, civic participation, environmental, economic, institutional strengthening values), compared to the production of social cohesion and social innovation. At the end of this phase, a further screening took place and 23 projects were selected. A special field survey was carried out for each one of them, by means of the semi-structured interview, addressed to project managers, institutional representatives and final beneficiaries. The collected information material then allowed a final screening. Finally, 16 cases were identified and listed in the following table.

Province of reference	Promoter	Project
Bologna	CADIAI social co-operative	Caffè San Biagio
	Centro Accoglienza La Rupe	Due piste per la coca / Two lines of cocaine
	Co-operative G. Dozza	Hygeia
	Association Punto d'Incontro	Punto d'incontro "San Giovanni"
Ferrara	ASP Ferrara - Centro Servizi alla Persona & ArciRagazzi.	Circoscrizioninsieme
	UISP Ferrara	Ginnastica al domicilio per anziani /Home-based Physical activity for the elderly
Forli-Cesena	Community Initiative Equal Pegaso, Penitentiary Institution, Hera Spa	RAEE in carcere/ WEEE in prison
Modena	Associazione Coordinamento Centri sociali ed orti di Carpi (Association for the Coordination of Social Centres and Vegetable Gardens of Carpi)	Anziani in rete / Networked Seniors
	Associations: Noè, Momo, Faro, Il Cammino-Cesav, Gruppo idee nuove, Insieme a noi tutti, Overseas, Lag (Libera Associazione Genitori), Abito di Salomone.	Famiglie e solidarietà / Families and solidarity
	Centro di Servizio per il Volontariato di Modena	Piccoli mediatori crescono / Growing little mediators
Parma	Fondazione Cariparma	Sono Mentre Sogno – SMS (I am while I dream)
Piacenza	Unicoop social co-operative	Anziani e bambini insieme /Seniors and children together
	Sol.Co Piacenza and Provincial Authority of Piacenza	Memorandum of Understanding for the development of the integrated public/private social and work inclusion of disadvantaged people (SOLCO)
Ravenna	Consortium Fare Comunità	Sostegno Integrato Inserimento Lavorativo (S.I.I.L.) (Integrated Work Inclusion Support)
Reggio-Emilia	Il Girasole social co-operative	Gruppo Bouquet (Bouquet Group)
Rimini	Provincial Authority of Rimini, Training and Labour	Provincial Authority of Rimini for Unione Italiana

¹⁵ See list in the ANNEX

Councillorship	Ciechi (Italian Union of the Blind)
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The case studies listed here feature different characteristics and provide a wide variety of solutions, resources, approaches and combinations. Different contents, project objects and outputs, in terms of products and/or services offered are represented. In addition to the three main areas of action that have already been mentioned (minors, social inclusion and seniors), further projects have been illustrated referring to a more specific field of action (for example, work inclusion of disadvantaged people) and others that have taken up a well-defined characterisation over time, resulting from successive tests and adjustments.

Case studies pertain to a wide reference geographical area. Sometimes they are located at a municipal level or, more frequently, at the provincial level. One case concerns the entire region. In the remaining cases, the scope of action is the supra-municipal (typically at a district level) or supra-provincial level (a project covers three different provinces).

The third sector stakeholders are mainly social co-operatives (co-operatives or consortia) and social promotion associations. In other cases, a Bank Foundation, or the Centre for Voluntary Services, or the Public Administration are involved, in partnership with third sector organizations or through directly controlled bodies (i.e. ASP, Public Utilities for Services to People).

More or less articulated partnerships have been set up under the promoter's initiative, with the involvement of various social stakeholders, with different legal forms, types of activities and competencies: Consulta del volontariato (voluntary association), Banking Foundations, Banca del tempo (Time Bank), Co-operatives (type a and b), Citizens' Committees, Caritas and Parishes, Senior Centres, AUSL Local Health Authorities, Municipalities, Provincial authorities, ASP (*Aziende Pubbliche di Servizi alla Persona* / Public Utilities for Services to People) and others. The governance of the initiative is often in progress, structured along the same development path, as befits an innovative project: the partners' network is now expanding thanks to the attractive effect deriving from successful results (social added value) that has been obtained. The variety of partners translates into a corresponding multiplicity of funding sources and orders of magnitudes of economic resources, in favour of the various initiatives, ranging from a few tens of thousands of euro to three-four million euro. In most cases, once it becomes fully operational, the project initiative is able to perpetuate itself by means of ad-hoc (public and non public) funding, but also and mainly thanks to its ability to raise funds on the market.

Such a richness of forms and outcomes reflects the multidimensionality typical of social innovation. As already pointed out, there are no pre-packaged formulas that can automatically generate innovation. It flows through a variety of channels, taking up different more or less complex approaches and forms, ultimately all responding to urgent (latent and/or emerging) needs expressed by the community as a whole, or part of it.

Each case study is then illustrated in a specific analysis report sheet. Each sheet consists of 4 main sections. The first section summarizes the project characteristics: i.e. the promoter/s, the partnership, namely the project "governance network" and the geographical area of reference. The second section provides a project description. For obvious reasons of limited space, a summary of all the information material collected as provided (both through desk analysis, and field in-depth analysis). The third section is devoted to the representation of values, the best value production *capabilities*, coupled with each project. It focuses on the ability to generate social, cultural and civic participation, environmental, economic, institutional strengthening values. Finally, the fourth section of the analysis sheet focuses on the causative dynamics in relation to the production of values, mainly on the innovation generative mechanisms. A special attention is paid to the internal project mechanisms, rather than to the results, in terms of *outcomes*.

Project sheets

- CAPPÈ SAN BIAGIO -

PROMOTER: CADIAl social co-operative

PARTNERSHIP: Senior Advisory Service - Local Health Authority of Casalecchio, Sheltered housing accommodation/Community Day Centre San Biagio, CADIAl.

GEOGRAPHICAL AREA: district of Casalecchio di Reno (Casalecchio di Reno, Sasso Marconi, Bazzano, Monteveglio, Zola Predosa, Savigno, Crespellano, Castello di Serravalle, Monte San Pietro).



Project description

The project was initiated in June 2004 at the "San Biagio" Day Centre, operated by CADIAl (type A social co-operative specializing in the provision of social, health and education services), in agreement with the Local Health Unit of Bologna, on the initiative of the psychologist and geriatrician in charge of the centre. It has been set up following the experience of Northern European Alzheimer Cafés, places open to the public organising information evenings on disease related issues. The aim of the Café (initially called Alzheimer Café, then renamed *Caffè San Biagio/San Biagio Café*, according to the preference expressed by families) is to relieve care-givers from their emotional burden, by providing them with counselling services to support them in their efforts to care and contribute to the dissemination of knowledge regarding the illness and how to overcome the condition of isolation patients and their families often find themselves in.

The meetings are led by a psychologist and a geriatrician, on a fortnightly basis for a duration of about two hours. Before the project included activities specifically targeted to the elderly, family members could benefit from extended opening hours of the Community Day Centre. After the experimental phase, meetings were rescheduled and involved experts able to respond to frequently asked questions or doubts expressed by the participants. In 2006, fortnightly meetings were held on a few key issues – i.e. the sense of time, episodic memory, music, resilience and the like - which intended to bring together ideas, needs and curiosity of the participants. Also in 2006, the San Biagio Café was enriched by the contribution of a small group of volunteers who animates the re-entry party (in September) and a Christmas Party with live music, drinks and food. Since 2007 two parallel itineraries have been scheduled, a counselling path for family members, and another one for expressive, play and motor activities for the elderly, assisted by a physiotherapist and a facilitator. Today 20-25 people on average, including family members and seniors, take part in the meetings (the number can rise up to 40-45 people during parties). The service has now become an integral part of the service menu provided by the District of Casalecchio and a set of itinerant meetings has now been launched in the municipalities of Monte San Pietro and Zola Predosa.

Values generated by social innovation

Ability to produce social value

- Identification of emerging needs: the project has been able to meet the needs expressed by family members and caregivers of Alzheimer's patients, by providing them with support, burden sharing of relief;
- Establishment of relationships with the beneficiaries, a few family members have continued to attend the Café even after their loved ones had ceased to use the services provided by the Community Day Centre due to a worsening of their conditions, thus putting their time and expertise at the disposal of the centre's practitioners, as volunteers.

Creation of open governance system by directly involving beneficiaries in the service design.

Ability to produce cultural value and to promote civic participation

- Community facilitation by means of itinerant meetings in the towns of Monte San Pietro and Zola Predosa.
- Development of cross-fertilization activities: the initiative not only stems from adapting the Northern European model to the Italian context, but it has also made the object of discussion and exchange among the professionals in the specialised publishing industry, such as the "Quaderni CADIAI", through participation in conferences, such as the recent "From Café to Café" series of events organized with the support of the Regional Health Service and the University of Bologna
- Introduction of an evaluation and transparency cultural approach: since 2000 CADIAI publishes social report as well as social budget.

Ability to produce institutional strengthening

- Strengthening horizontal subsidiarity: the project value is recognised by the local institutions and it is now become an integral part of the service menu provided by the local community. It has generated a few "*spin offs*" in the municipalities of Casalecchio, Monte San Pietro and Zola Predosa, through the organisation of a set of itinerant events in the various local Cafés.

Ability to produce economic value

- Mobilisation of resources: the project has succeeded in mobilizing resources both in terms of physical premises, skills and human resources, and in surviving inside of lack of financial. ASL (the Local Health Authority) covers the geriatrician's working hours, CADIAI covers the staff costs of the psychologist, physical therapist and a facilitator, in addition to premises, materials and equipment (canteen, gym and related equipment, reproduction of educational and information materials, refreshments); volunteers contribute with their time and creativity to the organization of social events.

Innovation generative mechanisms

The idea and opportunity to implement the Alzheimer Café initiative, following the Northern European model, came about thanks to the CADIAI geriatrician and psychologist's participation in a conference. Their strong intrinsic motivation push them to start testing it at the San Biagio Community Day Centre, by devoting their time outside working hours, without any recognition by institutions (at least in the initial stage). The ongoing and deep relations between the Day Centre staff and the families of the elderly people taking care of by the sheltered housing accommodation and the one Community Day Centre allowed them to analyse and interpret their needs. The service was further designed, implemented and tested also relying on the contributions by users and their families. They encouraged them by offering valuable information about the topics to be addressed and the ways in which meetings should be organised. Even after the successful test, the Alzheimer Café is still under continuous evolution and adaptation to requirements.

The institutional legitimacy of the Café resulted from a series of itinerant Café pilot initiatives in the towns of Monte San Pietro and Zola Predosa and from the introduction of the initiative into the list of services offered to the local community, but also thanks to the guidance and information role played the geriatrician in favour of users' families.

- DUE PISTE PER LA COCA –
- "TWO LINES OF COCAINE" -

PROMOTER: Centro Accoglienza La Rupe (La Rupe Reception Centre).

PARTNERSHIP: Centro Accoglienza La Rupe; Ser.T (Servizio per le Tossicodipendenze /Centre on Addiction and Substance Abuse) Bologna Nord; Ser.T Faenza.

GEOGRAPHICAL AREA: Regional Territory



Project description

In 2003 the Coop. Centro Accoglienza La Rupe (La Rupe Reception Centre) officially launched the so-called "*Due piste per la coca*" project (literally translated "*Two lines of cocaine*") under a national funding scheme to combat drug abuse (Law 45/99). In 2008 the project turned into a service that has developed along two lines: on one hand the information, awareness-raising and prevention action line and, on the other hand, a therapeutic action line, specifically targeted to cocaine users, grouped according to different types of treatment.

As far as the promotional and information action is concerned, the Coop. Centro Accoglienza La Rupe has set up a website (www.2pisteperlacoca.it), which is kept updated to inform, discuss topical issues (through an active discussion forum), provide a channel for fast access to practical help, online consultations and possible care. As far as therapeutic intervention is concerned, a multimodal model has been developed, which offers various locally available opportunities. The short-term Residential Service is a specific treatment facility. The philosophy underlying the treatment of problematic cocaine users is the so-called "time out" option, intended as a break from cocaine. The main idea is to welcome cocaine abusers and help them quit, working on the related self-escape mechanisms. The main pillars of the proposal are an immediate reception (intended as the creation of a space for listening, sharing and talking to identify the problem and jointly design solution), the provision of intensive network-based programs, short-term residency programmes. Depending on the length of stay, different time out options are provided for, which are declined in several treatment programs. The 15-day-long time-out is designed to plan a break, a detachment, aimed at discouraging people from a compulsive use of the substance, by means of the restructuring power of everyday community life. A 2-month-long time-out scheme provides for a more systematic therapeutic work, through the deepening of personal issues, a possible involvement of the family, the beginning of reinterpretation of dependency through psychological, educational and expressive tools. The time-out weekend formula is aimed at small groups, from 4 to 10 participants, it is held on one weekend a month, from Friday evening to Sunday afternoon, in a welcoming and pleasant location, promoting encounters and contacts with other people and with oneself (in Ca 'Nova, Montefredente, a location in the hills in the Bolognese Apennines). The outpatient therapeutic service is also available and it provides counselling or psychotherapy, therapeutic groups and time-out weekend options.

Values generated by social innovation

Ability to produce social value

- Reading and interpreting emerging needs: the project is intended to respond to an unmet problem and tries to design tools to identify "unreported" cocaine users (to this purpose the website www.2pisteperlacoca.it has been set up). After mapping the needs and potential users, the partnership focuses on the definition of a therapeutic response through a shared reflection, training, sharing of good practices with other Italian and European partners, by involving both the public and third sectors.

Ability to produce cultural value and to promote civic participation

- Community facilitation: over the years the project has launched several information campaigns in bar, pubs, community centres, schools and GP outpatient wards, by distributing information materials and the flyers.
- Development of cross-fertilization activities: the idea of using the time out approach for the therapeutic treatment of cocaine addicts than frightened the encounter with Rob Van Meerten a therapist from the Netherlands, who is the creator of the model. This model was then adapted to the Italian context and matching it with the residential approach, typical of La Rupe Community approach.

Implementation of an evaluation and transparency culture: the service is subject to strict procedures with reference to the process and results evaluation. Since 2008 the Co-operative has managed to transform the project into a service, by means of the drafting of the Service Charter.

Ability to produce institutional strengthening

- Strengthening of horizontal subsidiarity: setting up of a network between the public and third sector organizations that has enhanced the level of expertise and collaboration along a common pathway including:
 - trips abroad;
 - *focus groups* on the problematic use of cocaine with all the Ser.T. (Centres on Addiction and Substance Abuse) of Bologna and its province;
 - training days with international and national experts to study new methods to approach the cocaine phenomenon.
- The path led to the formalization and signing of an Agreement between the USL Local Health Authority of Bologna and auxiliary bodies coordination unit of the province of Bologna (CEA), at a municipal and provincial level.

Ability to produce economic value

- The project has been funded not only by certified bodies, but also by private citizens. As a matter of fact, not only the users referred to it by the Regional Ser.T agencies but also other people who have learned about the project participate in the time-out weekends.

Innovation generative mechanisms

The project has been designed to respond to an unmet question: how to reach out the problematic cocaine users? What tools should be developed to help them get out of drug addiction?

Various partners, such as Co-operative Il Quadrifoglio, Ser.T. Nord Carcere, Centro Accoglienza La Rupe and Ser.T. Faenza, open up our discussion forum.

A tool is designed to map needs, reach out users and find suitable therapeutic solutions, also through a cultural cross-fertilisation process (the in-depth analysis method and practices tested in other European countries).

Following an experimental phase, in which the intuition of the effectiveness of the time-out formula could be applied to the working mode of the reception community, remarkable efforts have been made to rethink its operating approach and start working with other community services.

in 2005 the project received the institutional recognition with the signing of the Agreement between the local Health Authority and the auxiliary bodies. Then, a continuous service adjustment phase followed, which in 2007 led to the introduction of the "weekend time-out," a unique experience of this kind in Italy until the fine drafting of the service charter in 2008.

This virtuous cycle began with the identification by the Ser.T. of the capability by the co-operative Il Quadrifoglio (later merged into Co-operative La Rupe) to provide and enable effective responses to emerging needs. It then gradually developed towards a greater awareness by the public-private partnership of needs and services but also of their respective roles and corporation mechanisms (value and organizational learning), until it gave rise to further initiatives at a national scale.

- HYGEIA -

PROMOTER: Co-operative G. Dozza

PARTNERSHIP: Co-operative G. Dozza, Consortium Epta, Municipality of Bologna (Grant and Assignment of Urban State-owned Land Use Right), Emilia-Romagna Region (funding)

GEOGRAPHICAL AREA: Municipality of Bologna



Project description

The Hygeia project was launched in 1999 and envisaged the construction of 80 new apartments to be rented to young couples, elderly and disabled people. It was intended not only to build houses, but in particular to respond to the housing problems of a few social groups most in need, fighting the loneliness of elderly and disabled people and providing reach out services to the most disadvantaged users.

The Municipality of Bologna awarded the contract to the above-mentioned partnership. The project was then financed under a regional scheme for the promotion of innovative housing programmes. The construction of the Hygeia complex began in the spring of 2002 and was completed in summer 2006.

The housing project is located on a 5 hectare-wide area. Four buildings with a courtyard are designed to facilitate the movement of elderly and disabled people and to allow them to achieve the common areas: reading rooms, party halls, gyms, study areas. About 200 square meter large areas are dedicated to services for the public (yet priority is given to residents), such as rehabilitation centres for the disabled and the elderly and a daycare centre (Microday nursery) for 15 children (built after the completion of works by in July 2010). Dwellings are equipped with innovative domotics technologies and feature very high energy-saving and environmental standards, also to meet the special security needs of tenants. A particularly innovative feature of dwellings is the "flexibility" of the interior spaces. The housing units are built in such a way that they can be enlarged or restricted depending on the needs of the household living in it, according to a so-called "growing home" concept. The architectural design goes hand in hand with the social project. A range of services is provided. They are managed by the Epta Consortium (consortium of social co-operatives), particularly for the elderly and the disabled (security, remote assistance, remote assistance, home-based social and health care for short periods), also including the establishment of a "Time Bank", which is accessible not only to residents but to all the Co-operative members. All this has been possible thanks to a close co-operation established between the Epta Consortium and Dozza Co-operative, which has led to a co-design initiative. To enhance the added value of co-design and to ensure the action effectiveness, a 2-step survey was conducted, the first one inside the Hygeia complex to identify residents' social needs and the second one addressed to the outer environment where the project has been developed, in order to improve the services envisaged by the project or to create new ones. Three main proposals have been identified as feasible and able to meet the priorities that have emerged from the survey: i.e. the setting up of the Time Bank; benefiting from consumer products in not far away places and at an affordable cost (Social and Ethical Purchasing Groups); improvement of the information network on care services and social events.

Values generated by social innovation

Ability to produce social value

- Identification of emerging needs (at the design stage and during the activity): The project has been characterised by the progressive development of community social service contents by leveraging on the field, inside and outside the housing complex.
- Interpretation of needs emerging from the establishment of a Coordination Group sponsored by the Epta Consortium, whose task is monitoring requirements and test possible solutions as new needs emerge. The two key players have established a close co-operation, also regulated by a regulatory framework, and then are able to create voluntary associations and networks, for instance by promoting Ethical Purchasing Groups that are now turning into Social Purchasing Groups (purchasing food product produced by type B co-operatives and grocery delivery services by people with disabilities).
- Establishment of relationship with beneficiaries: the services developed by Hygeia are available not only to the complex residents but also to all neighbourhood residents. Moreover, in the case of the "Hora" Time Bank, services are available to all members of the or the Coop (about 5,000).
- Involvement of other stakeholders: Fondazione del Monte has been involved to support the Time Bank project and Emilbanca to support promotional and dissemination activities.

Ability to produce cultural value and to promote civic participation

- Community facilitation and awareness-raising: a "cross fertilisation" mechanism has been put in place among the main stakeholders, so that the Epta Consortium is leading the Dozza Coop to assess the deliverability of services on the basis of service economy and rationality criteria.
- Development of cross-fertilization activities: to give visibility to the project and to set up different services, the Solidarity Fair was organized in October 2010 to disseminate contents and to inaugurate the Time Bank; according to promoters' plans, this initiative will take place every year.

Ability to produce environmental value

- Preservation of the environmental capital: the project attaches a great importance to environmental sustainability as the residential complex, common areas and the day care centre (Microday nursery) are all built according to very strict energy-saving, environmentally-friendly and safety standards (for example, rainwater is collected and stored for the irrigation of common green areas; an innovative water heating system is fuelled by solar energy through vacuum tubes, etc. ...).

Ability to produce institutional strengthening

- Strengthening of horizontal subsidiarity: positive synergy between the institutions involved and between them and the Dozza Co-operative; from this point of view an important intermediary role has been played by the Neighbourhood.
- Inter-institutional and inter-institutional strengthening: the co-operative world has recognized and attached a high value to this project. Moreover, beyond the Neighbourhood/City/Region relationships, the project has led to the involvement of a banking foundation, social co-operatives, a local bank, etc..

Ability to produce economic value

- Promotion of social entrepreneurship: the collaboration network that has been set up has strengthened the existing forms of social entrepreneurship in place (i.e. the social co-operatives through the EPTA Consortium).
- Allocation of resources: non-economic resources have also been allocated, for example, by making common areas of the Hygeia complex available, totally free of charge. In some of these areas, its dwellers have undertaken a few spontaneous voluntary initiatives, by organising physical exercise sessions for the complex residents (use of exercise bikes), computer literacy courses, etc., by capitalising on the retired residents' skills.

Innovation generative mechanisms

Starting from the idea of responding to housing needs available at subsidized rents for low and middle-income users, project managers have also succeeded to avoid forms of segregation and, at the same time, to foster socialisation, mutual co-operation and solidarity. Furthermore, there has been a cascading effect of a series of "positive externalities" starting from an attempt to meet basic needs. The main strength of the whole process undoubtedly is the continuous adjustment of the project to the users' needs; from this point of view, the contribution provided by the Epta Consortium (through the Nuova Sanità Co-operative) has been very important, since it has succeeded to seize and meet the needs of the complex and neighbourhood residents, through a field survey, and consequently to adapt the original architectural (housing and services) project to the specific users' needs.

The Key stakeholders of this project are: the Dozza Co-operative, which developed the project idea and the Epta Consortium which developed the social aspect. Yet, an important role was also played by "facilitators": i.e. the Municipality of Bologna, which has made the whole area available and the Regional Authority, which has allocated funds and, more specifically, has launched a call for proposals that managed to stimulate and inspire the key stakeholders' innovative capabilities.

- PUNTO DI INCONTRO SAN GIOVANNI -

PROMOTER: Associazione Punto di Incontro (Meeting point Association)

PARTNERSHIP: Fondazione del Monte di Bologna e Ravenna, Municipality of San Giovanni in Persiceto, Parrocchia di San Giovanni Battista (St. John the Baptist Parish), A.R.A.D, G. Fanin Co-operative

GEOGRAPHICAL AREA: Municipalities joining the Terre d'acqua Association (Anzola dell'Emilia, Calderara di Reno, Crevalcore, Sala Bolognese, San Giovanni in Persiceto, Sant'Agata Bolognese)



Project description

The project was designed in 2003 as part of the Elderly programme of the Fondazione del Monte of Bologna and Ravenna, on the initiative of the Municipality of San Giovanni in Persiceto and with the help of the Parrocchia di San Giovanni Battista (Parish of St. John the Baptist), which made premises available within the rectory, located in the central square Piazza del Popolo. The objective pursued by the project is to achieve the integration of home care services for dependent elderly people, impairment prevention and rehabilitation daycare services and social and entertainment activities also addressed to care-givers. The Foundation has funded the initial equipment investment (€ 40,000) and has partially covered the annual management costs, co-financed by daily fees paid by beneficiaries according to their income brackets.

The Associazione Punto di Incontro was then established, with the support of the Municipality, responsible for the admission of the elderly, the Parish, in charge of the volunteers' local network coordination and management and the provision of the premises, and Co-operative G. Fanin, responsible for the service management. The service was initially accessible only in the morning. Starting from 2008, thanks to the contribution of the Regional Fund for dependent elderly people, it was extended, with opening hours also in the afternoon and during summer (including the month of August). The skilled staff organizes entertainment activities, parties, guided tours, mild physical activity, cognitive and mnemonic maintenance exercises for seniors, and mutual self-help activities for elderly family members, managed by AUSL health care experts. A canteen is also available. Finally, if necessary, a transport service is provided by social services. This flexible, on-demand service is currently available throughout the *Distretto Pianura Ovest (West Plains District)*. Daily rates are charged. Users can also eat their meals in the canteen. Free access is offered to elderly people accompanied by a family member, not requiring any support. Thanks to its strategic position, which favours the integration with the local community, the centre is also attended by elderly dependents in search of companionship and/or wishing to offer their contribution as volunteers. Currently the centre is attended by 20 seniors on average, while information/training and counselling services are offered at to caregivers. This initiative, called "*Let's talk together*", takes place through itinerant meetings organised in the 6 municipalities joining the *Terre d'acqua* inter-municipal Association and it has so far involved about 200 people.

Values generated by social innovation

Ability to produce social value

- Ability to identify emerging needs: the Punto d'incontro centre provides a solution for the still partially independent elderly people, who can benefit from socialization opportunities and strengthen their brain and memory performances.
- Setting up of an open governance system: key stakeholders have been involved in the implementation process of the project with respect to the scope of action and reference community.
- Strengthening formal relations: the Association strengthens relations between the initiative promoters and promoting partners, users and their families; it also facilitates the launching of new projects, such as the initiative known as "Let's talk together." Establishing relationship with the beneficiaries and strengthening relations with volunteers: the centre's main strength is the fact of being open to all and in continuous contact with the local community, encouraging interaction between active elderly guests and their families and facilitating their contribution to the volunteers' network who facilitates the recreational and cultural activities.

Ability to produce cultural value and to promote civic participation

- Facilitation of the community: the centre helps to raise the awareness of the community towards local issues and needs, through the organization of information meetings/training sessions, including itinerant meetings, addressed to caregivers and to the general public. Enhancement of an evaluation and transparency culture: the Fanin co-operative carries out monitoring and customer satisfaction analyses among users and their families and it uses data for evaluation and organizational learning purposes.

Ability to produce institutional strengthening

- Strengthening horizontal subsidiarity: the project partnership, formalized in the Punto d'incontro Association, enhances the mission and skills of each and every stakeholder. The value of the project is recognised by the local institutions so as to be included in the list of available local public services.
- Strengthening inter-institutional relations: this project has raised the awareness and promoted the sharing of views between different institutions (Municipalities, Parish, District, Local Health Authority).

Ability to produce economic value

- Promotion of social entrepreneurship: the project has promoted the diversification of activities performed by the Fanin co-operative, with the introduction of a new service and enhancement of human resources.
- Allocation of non-economic resources: primarily the granting of the rectory premises for a 40-year-long period; secondly, the Foundation's contribution in providing the centre facilities with the necessary equipment and covering its operating costs (also covering the fees of needy families); finally, a contribution in terms of time and skills made available by volunteers.

Innovation generative mechanisms

The Elderly Programme promoted by the Fondazione Dal Monte has played a key promotional role and has provided a technical contribution in the generative phase of the project. The project manager has identified the socialization needs expressed by the elderly as well as the need for burden relief expressed by their families and caregivers. A new approach has been designed, based on the integration of home care and semi-residential care solutions, focused on prevention and capability recovery, but also on the enhancement of relationships and socialization opportunities for older people suffering from dementia.

A private donation to the Parrocchia di San Giovanni Battista (Parish of St. John the Baptist) to refurbish the rectory and turn it into a social centre for the elderly has also played a fundamental role for the visibility and viability of the project, thus assuring its sustainability over the medium-to-long term. Upon the completion of the renovation works, the parish priest, honoured the donor's will and offered the premises on concession for a 40-year-long period to the Punto d'Incontro Association. A significant contribution was also provided by the San Giovanni in Persiceto Mayor, in office during the period when the project was developed, to facilitate the setting up of the network and to promote its formalization through the creation of the Punto di Incontro Association.

Finally, what makes the service especially appealing and appropriate to meet its clients' needs is a flexibility of use and lightness of costs. Both pre-requisites have been put in place thanks to the Fanin co-operative's entrepreneurial and managerial capacity.

- CIRCOSCRIZIONINSIEME -

PROMOTER: ASP Ferrara - Centro Servizi alla Persona [Public Utilities for Services to People] and ArciRagazzi [Youth Community Centre].

PARTNERSHIP: ASP Ferrara, Municipality of Ferrara - Department of Sport and Decentralization, Department of Health, Human and immigration Services, local districts ArciRagazzi, Arcobaleno, New Sport & Teatro Cosquillas Associations.

GEOGRAPHICAL AREA: Municipality of Ferrara



Project description

The project was designed in 2007 as part of the Local Urban Plan (Piano di Zona) of the Municipality of Ferrara, funded by ASP (Aziende pubbliche di servizio alla persona [Public Utilities for Services to People]), with the aim of encouraging participation, aggregation, and the inclusion of 11-14 year-old young people. Arciragazzi is responsible for the design and coordination of local activities for young people.

In September 2007, the "Passaggio a nord est" ("Northeast passage") Community Youth Centre was opened in the north-eastern district, in the former Contrapò elementary school premises. It involved four other local associations: the "Baule volante" organizing children's theatre courses, the "Coconutz" band providing a fully equipped rehearsal hall open to young people, the Cona musical band and the "Amici di Contrapò" citizens' association."

The Via Bologna district, part of the De Pisis school, whose target groups include disadvantaged young people, focuses its efforts on:

- Sports socialisation, in collaboration with the "TouchBall" Association: young people practise sports at the school gym and in the nearby public park. This activity is very successful;
- Theatre as an alternative learning tool, implemented thanks to the contribution of the "Cosquillas" Theatre Association: 20 young people with learning difficulties participating in the workshop have passed the eighth grade examination with satisfactory results;
- Opening of a counselling service for teenagers, called "l'educatore di corridoio" (Corridor Educator's corner), managed by young volunteers, under the supervision of a team of psychologists, in collaboration with the "Arcobaleno" (Rainbow) Association.

Various activities centered on education to lawfulness and legality are directly run by the Arciragazzi Association in the southern district, where several school transport service problems (acts of hooliganism against school buses) occurred:

- During the first year, a few targeted meetings were directly held onboard, on buses, with the involvement of professional educators;
- During the second year, special voluntary lawfulness training and education radio broadcastings were organized, at the San Bartolomeo in Bosco junior high school;
- During the third year, voluntary training sessions through the use of mass media, and especially videos, were organised, including 10 meetings on video editing techniques and the broadcasting of four anti-violence commercials. At the same time, the New Sport Association is engaged in the organization of ten annual sport guidance meetings addressed to young people.

In total, the project has involved over 3,000 11-14 year-old young people and their families.

Values generated by social innovation

Ability to produce social value

- Analysis and interpretation of emerging needs with the involvement of local third sector stakeholders to modulate the response fit for the target group and the local context.
- Presence of a heterogeneous partner network: involvement of all the key institutions and associations active at the regional level, coordinated by Arciragazzi, enhancing everyone's contribution to the performance of activities and involving the local communities.
- Ability to strengthen the formal relations through the maintenance of relations between the partnership members who have continued to work and have given rise to further initiatives, over the next three years.

Ability to produce cultural value and to promote civic participation

- Community facilitation: the initiative has significantly contributed to the development of participatory processes, not only of the direct beneficiaries but also of their family members, teachers and practitioners of schools and local communities; for example, it is enough to think of the impact in terms of involvement and intergenerational exchange, also arising from socialisation activities at the "Passaggio a nord est" centre, the "Baule volante" Association, "the "Coconutz" band, the "Cona" musical band and the "Amici di Contrapò" citizens' Association, or from other counselling initiatives, such as the "educatore di corridoio", by involving young people themselves, who are slightly older than the service users.
- Implementation of social communication activities: project dissemination within the reference community, in particular through radio broadcasting and anti-violence videos produced at the San Bartolomeo in Bosco Junior High School and participation in the Extraordinary Youth Town Council in 2009.

Ability to produce institutional strengthening

- Strengthening horizontal subsidiarity: the project value has been appreciated by the local authorities that have decided to support and refinance it for the next three years. The collaboration practice that has been experienced has raised the awareness and contributed to strengthening the intra-institutional balance between the different Municipal Departments involved.

Ability to produce economic value

- Allocation of non-economic resources: the project has enhanced unused facilities, such as the former Contrapò local primary school premises, which was turned into a youth community Centre, or promoting a better or different use of premises, such as in the case of workshops and activities held at school facilities outside school hours. Furthermore, the project has promoted the exchange of resources, such as equipment, premises, skills between the associations involved in the activities, which have gone beyond the roles defined in the project.

Innovation generative mechanisms

The project is a virtuous model of collaboration between institutions and third sector organizations, capable of enhancing the skills of local stakeholders, modulate the response to fully meet the needs that have been identified and encourage the involvement of the local community. The following factors are an integral part of the model:

- establishing a subsidiarity culture , recognizing the ability of civil society associations to effectively meet local needs (they have been involved in the discussion on the local Area Plan);
- the Arciragazzi Association, certified by institutions and also appreciated by third sector organizations, plays a network coordination and liaison role between public and voluntary sector organisations at the local level. It provides a strategic contribution to action planning and implementation according to users' individual needs, by involving major local associations and ensuring that the different stakeholders act in synergy, according to a shared approach to achieving the same goals. In so doing, Arciragazzi ensures the unity of purpose and action and facilitates coordination between different organizational models;
- the Associations are closer to end users and therefore they contribute to adjust their response to the existing needs, by involving young people and their families, by encouraging an awareness-raising and empowerment process of the community and at the same time by unlocking non-economic resources for social purposes.

**- GINNASTICA AL DOMICILIO PER ANZIANI –
- HOME-BASED PHYSICAL ACTIVITY -**

PROMOTER: UISP (Unione Italiana Sport per Tutti) [Italian Union of Sport for All], Ferrara

PARTNERSHIP: Social Services of the Municipality of Ferrara, e-Care Service of the Municipality of Ferrara, ASP of Argenta, Fondazione Cassa di Risparmio di Ferrara, ASL of Copparo, Social centres for the elderly

GEOGRAPHICAL AREA: Municipalities of Ferrara, Copparo, Codigoro, Cento, Argenta



Project description

"Seniors in Motion" is an evolution of the 2004-05 project launched by the National UISP known as "Great Age Project", promoted by a national fund in the framework of law 383/2000. In particular, as far as the provincial territory of Ferrara is concerned, "*Ginnastica al domicilio per anziani*" / "*Home-based Physical activity for the elderly*" is one of a series of pre-existing activities promoted by UISP, launched in 1982 and engaged in the organization of physical activity programs for senior citizens. Since then, nearly a thousand elderly people have been involved. At present, the project intends to engage even those elderly people who cannot participate in normal sports activities organised by the sports association. As a matter of fact, the initiative is aimed at senior citizens and, in particular, to:

- Over-75-year-old people;
- Old people living in isolated houses and therefore not having access to gyms;
- Old people who cannot physically move;

UISP involves senior citizens living in Ferrara and in some municipalities of the province, subdivided into micro-groups, spread across all districts of the city in home-based physical activity laboratories. The programme is structured in 3 to 4 people groups and is held at one of their homes.

The project pursues essentially two objectives, namely:

1. To enhance elderly people's physical performance (no manipulations are performed, since no physical therapy is involved) in order to stimulate the motor reactivation of seniors;
2. To promote socialization: laboratories involve small groups made up of 3 to 4 seniors who meet at each other's home.

A third more general goal is also pursued, namely the strengthening of the local network (mainly related to the creation of good neighbour relations among the elderly). These goals are pursued through close co-operation with local authorities, in particular with reference to the dissemination and coordination of the project.

The dissemination activities in the Municipality of Ferrara take advantage of the CUP 2000 e-Care service (*Giuseppina project*¹⁶), which informs potential beneficiaries by telephone, while in other municipalities of the province it is supported by ASP (Public Utilities for Services to People), which have proved to be fundamental in identifying beneficiaries, especially in small towns. As far as co-ordination is concerned meetings are held with social workers coming from the five municipalities. The initiative is co-funded 50% by the Fund for dependent elderly people and 50% by Fondazione Cassa di Risparmio di Ferrara.

¹⁶ The *Giuseppina* project of the Municipality of Ferrara has been designed in collaboration with local stakeholders. It offers practical support for the maintenance of frail elderly people at home. The services offered by the project are provided through requests received by the e-Care, Contact Center; they concern accompaniments, medications and grocery shopping, home-based physical activity. E-Care is the hub of the system, which is capable of generating positive relationships between citizens and services, allowing to analyse the emerging needs of the frail elderly population in the Municipality of Ferrara.

Values generated by social innovation

Ability to produce social value

- Ability to identify needs: formal analysis of the situation of older people living in the area where the project is implemented. Demographic data has been collected in the framework of this survey, which has highlighted the need for action at the provincial level, both in qualitative and quantitative terms. The analysis is supplemented by further investigation of the needs arising during the implementation of the service, by practitioners.
- Ability to strengthen formal relations: enlargement of the partnership during the project, on the one hand, through the extension of activities to other geographical areas (to start with only in the Municipality of Ferrara and then throughout the Province) and the consequent involvement of other beneficiaries and, on the other hand, through the identification of associations working on other needs expressed by the elderly (e.g. care given to old people affected by the Parkinson's disease); active participation in local programming, especially in the local area plans.

Ability to produce cultural value and to promote civic participation

- Development of cross-fertilization activities: UISP Emilia-Romagna has promoted the dissemination and exchange of good practices on the subject; UISP practitioners' training occurs at a national level. A good practice exchange project for mild physical activity and educators' technical training has been launched at the European level, under the European Grundtvig Programme, with the involvement of UISP Ferrara, lead partner of the "Seniors in Motion" project, together with other partners from Lithuania and Germany.
- Presence of an evaluation and transparency culture: trusting of monitoring reports required by donors, administration of a questionnaire for the elderly, filling out of a final assessment card by educators and of a card designed to assess the balance and gait of the elderly, and administration of a methodological questionnaire to teachers.

Ability to produce institutional strengthening

- Strengthening horizontal subsidiarity: the project is part of a wider range of initiatives in favour of over-seventy-five-year old people, managed by means of a public-private partnerships. It has also been implemented in other provincial areas, as well as in the town of Ferrara.
- Strengthening intra -institutional relations: the experience has raised the awareness and promoted the sharing of views among different institutions (municipalities, local health authorities, senior centres, UISP).

Innovation generative mechanisms

Services to people should not be merely intended as motor activities, but rather as an opportunity to stimulate the production of relational goods. This broad service culture informs the initiative from the very start and results in precise organizational and management patterns.

In particular, reference is made to practitioners' training: it does not just concern adequate technical and scientific skills to take care of the elderly, by implementing motor activities that are in keeping with the objectives and skills of practitioners, but also soft skills, such as awareness of the variables that influence the process of interpersonal communication, socialization, creating a relationship and listening to the elderly, which are critical elements for the overall service quality.

Furthermore, UISP plays a proactive role in local governance, with particular reference to its participation in local fora. UISP promotes an original culture and project (see above). Thanks to this, it has developed a special networking capability with different organizations, thus allowing different public (municipalities) and private stakeholders (banking foundations, senior centres) to share a vision. This role has led to the recognition of the initiative as a social activity, carried out through the physical exercise of older people, by Public authorities and other agencies involved.

**- RAEE IN CARCERE –
- WEEE IN PRISON -**

PROMOTER: Community Initiative Equal Pegaso, Penitentiary Institution, H and era Spa.

PARTNERSHIP: Various Partners: Emilia-Romagna Region, Penitentiary Institution, Gruppo Hera; Bologna Partners: Cefal training centre, It2 Social Coop, Casa Circondariale (District Prison) Bologna, Ecodom Consortium, Sara Association, Dismeco Sas, Provincial Authority of Bologna, Municipality of Bologna; Forli-Cesena Partners: Techne training centre, Gulliver Social Coop, Ecolight Consortium, WEEE Service Centre, District Prison of Forli, Provincial Department of Labour, Provincial Authority of Forli-Cesena, Municipality of Forli, Cna, Legacoop, Confcoop, Cclg Spa; Ferrara Partners: Il Germoglio Social Coop, District Prison of Ferrara, Ecodom Consortium, Sara Association, Dismeco Sas, Provincial Authority of Ferrara, Municipality of Ferrara.

GEOGRAPHICAL AREA: Bologna, Ferrara, Forli-Cesena



Project description

The "WEEE in Prison" project was launched in 2005 in the framework of the Pegasus Equal Community Initiative (completed in 2007), sponsored by the Techne sspa Agency. It was intended to promote the social inclusion of disadvantaged people under criminal prosecution in order to facilitate their return to legality and reintegration into proper community and civic life. The project promotes the active involvement of the social economy and the partnership with the regional third sector system, in collaboration with the local institutions, to support the continuous commitment and enhancement of social enterprises. More specifically, in the three provinces involved (Bologna, Ferrara and Forli) detainees are employed on a daily basis in laboratories run by social co-operatives. Laboratories are properly equipped with appropriate technologies for the disassembly of WEEE (Waste Electrical and Electronic Equipment) from the storage facilities. Following an initial training/internship programme, workers are then hired by social co-operatives and properly paid, even with the help of trade union bargaining, with the aim of enabling them to contribute to the maintenance of their families, who are often left in very difficult conditions due to the absence of the family breadwinner and of the main source of income. Training agencies play a major role to promote the start-up, coordination/coaching and general support and liaison with the inter-institutional level, in addition to initial training and on-the-job coaching. The Consortium of Producers pay social co-operatives a tonnage-based fee and manage all the phases before and after disassembly. Despite a few difficulties specifically related to the prison system, such as its inward looking approach and the resulting distrust towards contributions coming from the outside world, the project has been successful in all three areas and has managed to adjust to external and internal changes. In 2008, the second phase of the project started: with the end of the Equal programme, the support provided by institutions became fundamental, in order to ensure the continuity of the project, ensuring its management and coordination in the absence of funding. Furthermore, as a result of new WEEE legislation, whereby producers are fully responsible for the entire life cycle of electrical products, two new partners joined the partnership, namely the national waste management associations. 25 inmates were involved in the start-up phase of "theoretical/practical" of the project. Since the beginning of the project, 17 skilled workers have been trained. At present, 12 inmates are hired in the workshops. They are paid or compensated for the WEEE disassembly and pre-treatment operations. A true business activity has thus been set up. The amount of non-hazardous WEEE that has so far been processed by the 3 laboratories is approximately 500 tonnes/year, with a recovery goal of > 85%.

Values generated by social innovation

Ability to produce social value

- Ability to identify local needs: one of the key results achieved by the Equal project is the drafting of a feasibility study on the reference territory. Hence, the need and opportunity to initiate a collaboration with social co-operatives to manage production units, integrate and finally hire workers on a stable basis also with the help of unions.
- Ability to strengthen formal relations: setting up, enlargement (during the course of the project) and strengthening of a diverse and heterogeneous partners' network (including non-profit organizations, government agencies, profit-making companies), characterized by an open governance system.
- Strengthening of institutional relations: the establishment of a regional steering unit.
- Ability to manage informal relations: a few network partners have established informal relationships that proved to be very important for the implementation of the project activities.

Ability to produce cultural value and to promote civic participation

- Community facilitation: organization of meetings and events with the reference community to raise awareness on work integration of detainees.
- Development of cross-fertilization activities: the exchange between very different organizational cultures (especially the prison administration) has resulted into a mutual adjustment of visions and organizational approaches.

Ability to produce environmental value

- The whole project is geared towards the conservation and enhancement of the environment, through the recovery of waste material.

Ability to produce institutional strengthening

- Strengthening of horizontal subsidiarity: the value of the project is acknowledged by local authorities. In particular, on October 25, 2007 the Emilia-Romagna Region promoted a first "Territorial Framework Agreement for the start-up of WEEE pre-treatment activities inside and outside prisons"; on May 26, 2009 a subsequent "Memorandum of Understanding" was signed with the aim of promoting the project continuity, creating a liaison between the common objectives of the partnership. Further protocols/agreements signed at the local level have allowed partners to develop and link the overall management process of each individual laboratory.
- Intra-institutional strengthening: the experience has raised awareness and encouraged the sharing of views between different institutions and organizations.

Ability to produce economic value

- The business activity (Social Entrepreneurship) allows detainees to receive an income. Savings for the public administration generated by detainee employment schemes.

Innovation generative mechanisms

Various partner organizations (Hera, Local Authorities, Social Co-operatives) have been involved in the project and have worked with a high degree of motivation and commitment, going much beyond the expectations required by the role attributed to them within the partnership (sometimes even taking time away from their jobs within their respective organizations). Such a commitment has significantly supported and kept the partnership together especially in times of difficulty encountered during the implementation of the project. Furthermore it has allowed to identify practical solutions, thus providing a fundamental contribution to achieve the project objectives so far.

People responsible for the network coordination had succeeded to use public and private resources effectively (both in terms of the service design and implementation) to provide a service of general interest.

Partners have been able to establish and strengthen relations at different institutional and territorial levels (the relational capital is known as *bridging* social capital in socio-economic literature), linked to a specific networking skill. The skills have proved to be effective in enhancing positive elements, such as the motivation of some of the people involved and a special attention by institutions to detainees employment schemes.

Finally, the scheduling of activities had to be adjusted to the complex project needs, with a view to reconcile the interests, organizational culture and requirements of the prison with the overall aims of the initiative.

The partnership was engaged in a coordination work with the national consortia, namely the clients and the source of income ensuring the project economic sustainability.

For these activities to be effective, it has been necessary to build an adequate stock of *bridging* social capital, as a trust and knowledge resource for a shared definition of the design process and implementation.

**- ANZIANI IN RETE –
- NETWORKED SENIORS -**

PROMOTER: Associazione Coordinamento Centri Sociali ed Orti di Carpi (Association for the Coordination of Social Centres and Vegetable Gardens of Carpi)

PARTNERSHIP: Social promotion centres: Gorizia, Graziosi, B. Losi, Cibeno Pile, Guerzoni; Centri sociali Anziani ed Orti (Elderly Social Centres and vegetable gardens): Tommaso Righi and Villa Glori; Social Promotion Associations "Il Faro" and "Il Ponte"; the Municipal Committee "Soggiorni e vacanze Anziani" (Trips and holidays for the Elderly); "Parrocchie del Duomo, San Francesco & San Niccolò (Parishes); Movimento Terza età (Senior Movement); Banca del tempo (Time Bank); Municipality of Carpi – Department of Social Policies; Consulta del Volontariato (Voluntary association); Società Cooperativa Sociale SOFIA (Social co-operative).

GEOGRAPHICAL AREA: Municipality of Carpi and surroundings.



Project description

The "Anziani in rete" (Networked Seniors) project is subdivided into three macro-phases: research, the establishment of working groups/associations and their networking. The project was launched in 2003 as a result of research aimed to investigate the needs of over-seventy-five-year-old residents in the town of Carpi. The survey was promoted by social services and carried out with the help of volunteers (between 60-80 years of age) from the Ancescao social centres, parishes and the Bank of Time, who interviewed thousands of elderly people in three different periods and in three different areas of Carpi. The survey has highlighted three major sets of needs: transportation, companionship, social relations and entertainment. Upon the completion of the survey, also due to the difficulty of the municipality to meet such a specific request, volunteers decided to implement initiatives to meet the needs that had emerged, by setting up social promotion associations, starting from already existing social centres. "Il Faro" ("The Lighthouse") was set up in 2003 in the southern district of Carpi; "Il Ponte" ("The Bridge") was a set up in 2004 in the city centre; and finally, "L'Ancora" ("The Anchor") was opened in 2006 in the Cibeno-Pile area, thanks to the Cassa di Risparmio di Carpi funding. The main activities that have been carried out by volunteers are: transportation of elderly people to medical examinations, to the cemetery, to church, etc.; socialization activities organised at the Ancescao centres or at their homes; telephone support. To this end, training courses were provided to all volunteers in many different areas, such as: how to use a computer, elderly people's conditions, courses to drivers engaged the senior accompaniment services. In 2006, The "Anziani in rete" (Networked Seniors) project was developed by the Sofia social Co-operative, aimed at the networking of experiences and resources of the three associations. The project was funded thanks to the Cassa di Risparmio di Carpi, (with a total contribution of € 75,000). An association deriving from the union of the three groups of volunteers has recently been set up under the umbrella of the "Anziani in rete" (Networked Seniors) project, with the aim of optimizing the use of resources, strengthening the network and encouraging other community centres to take action. In 2009, 4,519 initiatives were undertaken by groups, including transportation, escorting, companionship and various activities; 32 volunteers were involved and 145 users received their help.

The project is not funded by public institutions, but the municipal council has pledged to sign an agreement, being aware of the difficulties encountered in fully meeting such a specific type of need. The City Council has played a key role in starting up the project, which has then developed thanks to volunteers' commitment and, later, legitimizing the activities and stakeholders involved.

Values generated by social innovation

Ability to produce social value

- Ability to identify local needs: the project derives from an in-depth analysis and mapping of needs.
- Ability to strengthen formal relations: the presence of an articulated partners' network also resulting from the extension of the project over a wider area and the involvement of Ancescao centres in the activities performed by the municipal department for social affairs; strengthening of relations between the partnership members and openness to new partnerships with third sector associations (Alice and USHAC).
- Growth of the voluntary movement as a driving force of the whole project.
- Ability to establish relationship with the beneficiaries: there has been an involvement, albeit partial, of those who initially benefited from the service as beneficiaries, who have then become volunteers themselves later in the project.
- Broadening of the original beneficiaries' category (the elderly) to other users (Parkinson's patients and people with disabilities with regard to transport).

Ability to produce cultural value and to promote civic participation

- Community facilitation: by means of events that are her mainly related to activities performed by Ancescao centres and to exchange with other associations and related issues that with at the municipal level;
- Development of cross-fertilization activities:
 - development of internal learning and reflection processes on the organizational culture in relation to *collaboration* with various organizations: the groups decided to set up a single association as a result of the awareness of a need of greater visibility for the project and of the request by the funding provider and by the institution to optimize the use of resources;
 - acquisition of new skills by volunteers by means of IT and cultural courses for drivers, provided within the framework of the project.
- Presence of an evaluation and transparency culture: after the first training experience, drivers have drafted the Charter of Social Transport Services (2008). Creation of social communication activities to raise awareness of the project in the community of reference (and online promotion through events).

Ability to produce institutional strengthening

- Strengthening of horizontal subsidiarity:
 - Recognition of the value of the project by local institutions: the project was developed in line with the policy objectives of the Local Social Plan of Carpi District. In addition to that, an information and guidance activity was carried out (Sportello Inform@nziani /Information Desk for the elderly), in collaboration with the social desk of the Municipality of Carpi, NEMO desk and AUSL local health care desk of Carpi;
 - A Memorandum of Understanding has been signed with the Municipality of Carpi.

Ability to produce economic value

- Allocation of economic resources: Fondazione Cassa di Risparmio is the primary funding agency of the project. The prerequisite for each funding is given by the high level of development of social centres for the elderly. They also provide financial contributions to the Alice association, through an agreement for the transportation of Parkinson's patients and individual users, based on donations, even though they are not always received on a regular basis. In addition to these contributions, further self-financing measures should be mentioned, which are typical of the tradition of the social centres.
- Allocation of non-economic resources: The project employs the logistic and operational infrastructures of the community centres partners in the project.

Innovation generative mechanisms

The "Anziani in rete" (Networked Seniors) project is a real example of a "bottom up" approach, implemented at the local community level. The project acquires further significance also in consideration of an awareness by the public administration of not being able to meet the new needs emerging in a section of the population located in a "gray area" (lonely independent elderly people, not directly taken care of by local health care services).

An important aspect in this regard was the ability of existing players within the community, namely community centres, to review their role and activities in the light of new emerging needs. This "adaptation" has not only resulted into a different organization method, but to a different vision of the volunteer culture of and its improvement in terms of efficiency and skill enhancement. All this has been possible thanks to a few special characteristics typical of the territorial context under question and since the maturity and openness towards certain issues. Social centres were built by the City of Carpi already 30 years ago. As they developed, centres have decided to invest and to renovate the present voluntary associations headquarters. The Fondazione Cassa di Risparmio has always recognized the value of the of social centres, not only as recreational places, but also as a real support to the elderly. The project could be developed thanks primarily to the involvement and commitment of highly motivated people. Other key stakeholders should be mentioned whose leadership was strongly driven by values related to citizenship, civic sense and the good of the community. Their involvement has guaranteed the dissemination of these values and their consistent application to the needs that had been identified. A further characteristic of the project is related to the establishment of a network (consisting of various stakeholders, such as associations, social promotion centres, parishes and volunteers) that allowed an adequate management of both organizational and economic aspects, leading to a shared vision in the different areas of intervention. The introduction of current IT systems (i.e. using the internet for the networking of partners and stakeholders), and adequate training have allowed volunteers to achieve high standards in the delivery of services. Finally, the potential for replication of the model has emerged: starting from a simple district a whole series of operations have been put in place, thus giving rise to the development of a model that can be transferred at a larger scale within the same territory.

- Famiglie e solidarietà / Families and solidarity -

PROMOTER: Associations: Noè, Momo, Faro, Il Cammino-Cesav, Gruppo idee nuove, Insieme a noi tutti, Overseas, Lag (Libera Associazione Genitori), Abito di Salomone.

PARTNERSHIP: Agesci Castelnuovo, Banca del Tempo (Time Bank) of Vignola, Banca del Tempo of Spilamberto, Parish of Brodano, Parish of Mulino, ASP Giorgio Gasparini, Centro per le Famiglie dell'Unione Terre del Castelli.

GEOGRAPHICAL AREA: District of Vignola



Project description

The project was launched in 2004, upon the opening of the Centro per le Famiglie dell'Unione Terre di Castelli (Family Centre of the Union of Terre di Castelli). It is mainly intended to outline a path towards learning, networking and awareness raising of different experiences, both in the public and private sector, addressed to families with children living in the area. Its beneficiaries are: associations, the municipal administration, Italian and foreign families.

The collaboration with the Centro Servizi di Volontariato (Volunteer Services Centre) of Modena has enabled the technical definition of the pathway and organization and management methods. The project has been subdivided into two working phases:

- 1) shared analysis of the existing reality (social change and sharing of the definition of family of reference provided by partners involved in the project and by the community at large) through a self-education itinerary which led to the definition of a forum for the exchange of ideas, to the identification of shared needs and to the creation of synergies between different associations and public authorities.
- 2) the definition of structured activities, such as a broad research activity and the subsequent development of tools and methods in favour of the integration of new families who have recently settled in the area. The whole project was tested within the city of Savignano sul Panaro.

The approach used for the definition of new services has been extremely innovative, characterized by a participatory planning between the public and third sector. This approach led to the strengthening of the local network via structured and consistent working methods and the achievement of continuous learning levels. On the one hand, it fostered shared visions and cultures, and on the other hand, it allowed to develop operating methods and tools with a high impact on the community. In addition, it allowed the development of a shared and formalized evaluation system leading to a high degree of transferability of the approach and of the project to other parts of the territory.

The project was strongly supported by the public authority, but it also was an expression of willingness by the community to engage municipal (and intra-municipal) government levels to develop, improve and extend services and to better use economic and human resources available within the territory.

The project was funded by the Municipality of Savignano sul Panaro and Centro Servizi Volontariato of Modena for its entire duration. The public sector, through its own institutions, has been actively involved in activity governance (for example, the new resident mailing list was provided by the registry office and an invitation to participate in focus groups was sent to all of them both by the associations and by the public authorities), in project implementation and in the development of tools, which have now become an integral part of the services provided by the municipal authority.

Values generated by social innovation

Ability to produce social value

- Articulation and strengthening of the partnership over time: the relationship between the partnership members has been established and structured over time through the existing need analysis, action planning and evaluation models. Through this commitment the community has had an opportunity to grow and communicate, by providing tools for the management of participatory and reception processes in response to major social changes, such as the remarkable increase in the rate of immigration and transformation of family patterns. The acquisition of new knowledge made it possible to change work methods by shifting the focus from the binomial need/response axis to the health promotion/need prevention approach, based on listening, sharing of views and guidance to families.
- Increased ability to relate to final beneficiaries: through a structured intervention, the project has been able to reach out and engage different beneficiaries who were not initially included in the target group to be catered for.
- The project governance model has also allowed stakeholders to get involved not only in decision-making, but also in the actual designing of activities.

Ability to produce cultural value and to promote civic participation

- In terms of contents, the project aims to tackle relevant and topical issues in an innovative way, such as integration and security, not only as public order problems, but as basic cultural issues, respect for people's rights and knowledge of duties, legality and openness, understanding and solidarity.
- Development of new skills through a well structured path and with the help of innovative methodologies: self-education courses have involved a total of 4,500 h/man with more than 150 meetings, considering both the technical group and the extended group; they have allowed the acquisition of a broader vision and tools (for needs analysis), opening up of operating routes (such as the reception of Italian and foreign families settling down in the Unione Terre di Castelli territory) and defining transferable good practices (local testing experiences).
- Development of an open system through a strictly controlled action governance method: the setting up of an ongoing discussion forum, in which associations and service departments can meet and discuss local issues, including family related topics, and work together to share information, facilitate the exchange and processing of knowledge and skills of all the stakeholders involved, or at an interactive level, to facilitate mutual understanding and co-operation.

Ability to produce *institutional strengthening*

- Participatory practices have not only strengthened relations between public institutions and voluntary associations, but they have also led to a significant change in the institutional culture. The need expressed by citizens to be better supported by the municipal authority and by all the local stakeholders who can help strengthen the community and participatory processes have been taken into account as the basis for the review of the services which are provided.
- Sincere expressions of interest and involvement in the replication of the experience in other neighbouring areas.

Innovation generative mechanisms

The philosophy underlying the project is to introduce new practices and tools through the enhancement of the existing practices and the involvement of all local stakeholders concerned since the early design stage. The project is intended to implement actions that are able to develop participatory processes, via rebuilding shared visions and integrating different cultural approaches. The integrated path has been a key resource for the development of the project and at the same time has proved to be a "good practice" to allow the project to continue. Participatory planning has allowed partners to work together by planning and evaluating actions to be promoted as they got along with the project. The strengthening of the network has not been left to spontaneous actions but it has been carried out through a structured and rigorous approach based on methods having a strong impact on the dynamics and on the operational contents. A total investment of over € 80,000 was made, being a clear evidence of a targeted strategy based on a knowledge/network development approach, as its distinctive character. The creation of a shared culture (tracing back history and past experiences, sharing differences, new visions and interpretation of the existing reality, identification of collective operational bases), between the public sector and third sector has allowed partners to continue to work along the path that has been identified, in spite of difficulties and complexity (a few associations have dropped out and others have come on board). The enhancement of skills and knowledge has had a relevant impact on the effectiveness of actions, thus giving rise to different relational approaches between the various partners and leading to a "shared sense of belonging" among all the local stakeholders.

- PICCOLI MEDIATORI CRESCONO – (GROWING LITTLE MEDIATORS)

PROMOTER: Centro Servizio Volontariato di Modena (Volunteer Service Centre of Modena)

PARTNERSHIP: Municipality of Modena (Social Policy Department, Foreigners' Centre, Safe Cities Project, Foreigners' Association, Third sector Association), Volunteer Service Centre of Modena

GEOGRAPHICAL AREA: Municipality of Modena



Project description

The project took shape in the late '90s as a result of discussion on the theme of cohabitation conducted by informal groups of citizens and associations in the town of Modena, in a context characterized by increasing intergenerational and intercultural conflicts.

The Centro Servizi Volontariato (CSV) of Modena felt the need to build a shared mapping of the territory on the theme of intercultural and intergenerational conflict management. The centre, previously known as Consulta del volontariato, has played an active role within the community since 1985. It started a specific training course called "mediation networks", using both its own resources and involving other subjects (i.e. social promotion associations, clubs, parishes and the Municipality of Modena).

These well trained mediators have now given rise to a voluntary activity, which has over time been formalized and translated into two different but parallel experiences, the first one aimed at solving the problems that have already emerged (ex post approach), and the second one adopting a preventive (ex ante) approach:

1) setting up of the Social Mediation Centre (CMS), in agreement with the Department for Social Policies of the Municipality of Modena. Initially managed by CSV, in 2007 the Municipality entrusted its management to the co-operative Mediando¹⁷;

2) organisation of awareness-raising and prevention activities in schools (and later also in prisons), on the issue of mediation (the Piccoli Mediatori Crescono, PMC, "Growing Small Mediators", project).

On the one hand, the PMC project spread throughout the territory with the support of a growing number of schools, and on the other hand, it further improved by adjusting to the emerging needs expressed by users, for example by opening up its doors to parents, who therefore became active partners and even in some cases decided to fund additional courses.

The link with the Social Mediation Centre has strengthened. The centre provides counselling to teachers, parents and citizens in situations of need. New problems emerge and progressive adjustments are required: new social macrodynamics derive from the presence of a growing foreign population, with repercussions on the project and mediators' work. Specific courses are organised by the Interanga Association and thanks to its support, know-how and expertise get more focused on issues related to intercultural conflict. Since 2003, the project has been extended to other contexts as well, such as prisons and workhouses.

From 2001 to 2009 the PMC centre involved a total of 26 primary schools and 10 junior high schools, up to a total of 336 classes and nearly 8,000 students. Since then, it has organised 6 training courses for teachers, 21 awareness raising courses for parents and 15 workshops in prisons/ workhouses. Currently, the initiative is coordinated by the Mediando co-operative, while CSV remains the project lead partner, having signed the Memorandum of Understanding with the Municipality of Modena. The

¹⁷ The Mediando cooperative was set up in 2007, thus formalising an already existing partners' network. At present the Mediando cooperative offers training, mediation and counselling services, it coordinates the PMC project, it manages the Social Mediation Centre CMS of the Municipality of Modena and it provides counselling services to various municipalities (Reggio Emilia, Verona etc) who wish to set up similar service centres.

project is funded by the Municipality of Modena (Department of Social Policies) with about 3,000 Euro and by CSV (2,000 Euro). The Department of Education of the Municipality of Modena supports the project through the MEMO Education Multicentre, which provides training to teachers, with a 1,000 Euro funding. In addition, the Emilia-Romagna Region provides a 6,000 Euro contribution under the Security Call for proposals.

Values generated by social innovation

Ability to produce social value

- Special ability to identify local needs: inclusive governance system of interventions, open to outside contributions. In this sense, the project continuously evolve through subsequent adjustments.
- Presence of a broad, dynamic and flexible public/private partnership open to new developments and projects by the relevant stakeholders within the scope of action.
- Continuous involvement of volunteers in the project activities.
- Relational climate between volunteers based on sharing and trust.

Ability to produce cultural value and to promote civic participation

- Community facilitation: awareness raising towards local issues and problems. Development of internal learning processes and understanding of the management of activities through the sharing of knowledge with other organizations (involved in the initiative in various ways) beyond the rigid patterns of roles and functions
- Project continuity: endogenous mechanism of "regeneration" of demand and cultural issues thanks to its opening to community needs and continuous inclusion in volunteers' activities, so that after a period of coaching users can become an active part in the design of the service.

Ability to produce *institutional strengthening*

- Redesigning of local policies of related to the conflict mediation issue from an intergenerational and (especially) intercultural point of view.
- Recognition of the project value by local institutions, primarily by the Municipality of Modena.
- Awareness-raising, knowledge development, sharing of views, collaborative practices with respect to the scope of intervention, within a single institution or between different institutions: the project is the result of a common vision among public institutions and non-profit associations, the public and private sectors, professional and voluntary approaches (e.g. "mediation networks"). The Municipality plays a formal ("facilitating") role; the Mediando co-operative is in charge of the service programming and is thus open to input from the "civil society", thus leading to a close relationship and trust between stakeholders.

Ability to produce *economic value*

- Promotion of a new example of social entrepreneurship (the Mediando co-operative), which is highly specialized and skilled, serving as liaison between the public sector and the third sector.
- Allocation of economic resources and degree of independence from public funding: since its foundation, PMC has depended on public funding. Nevertheless, over the years, it has proven to be free from its dependence on public funding. Mediando has often acted freely on the market (e.g. Saliceto workhouse and Guidotti schools). Confronted with dwindling public resources, it has extended its initiative: i.e. a tangible sign that the project is able to fully meet widespread and emerging needs within the community.
- Allocation of non-economic resources: a decisive role is played by volunteers. Such a networked governance allows the exchange of staff (as well as the sharing of premises and facilities) between separate legal entities (CSV, CMS, cultural mediation associations, etc.).

Innovation generative mechanisms

The public administration is aware of its full responsibility for intergenerational and intercultural conflict mediation issues. Hence, it has fostered the development of different forms of organizations according to the needs that have emerged in different places and times. Once cultural aspects are fully recognized, the role played by social stakeholders is promoted, their influence increases and the necessary resources are allocated.

A similar value and organizational learning mechanism requires a certain amount of time to be fulfilled and to unfold its effects: during this time the project developments have been followed up, by pursuing the main goals underlying the initiative.

Openness to "bottom-up" demands demonstrated by CSV and Mediando (even by hiring volunteers, duly training and engaging them in activity management) has played a key role, in line with the fundamental principle underlying the service design and constant thrust towards renewal.

- SONO MENTRE SOGNO - SMS –

PROMOTER: Fondazione Cariparma

PARTNERSHIP: Forum Solidarietà, Consorzio di Solidarietà sociale, Diocese of Fidenza, Caritas Diocesana di Parma

GEOGRAPHICAL AREA: Social Districts of Parma and Fidenza (Mezzani, Torrile, Colorno, Sorbolo, Parma, Salsomaggiore, Fidenza, Fontanellato, Fontevivo, Noceto, Sissa, Trecasali)



Project description

Sono Mentre Sogno – SMS (I am while I dream) project was sponsored and funded by the Fondazione Cariparma in 2007. The partnership was directly appointed without resorting to any call for proposals. From the very start, its approach has been aimed at enhancing and promoting the involvement of local players. The network has involved more than 50 organisations, including social co-operatives, parishes and voluntary associations and/or social promotion associations. It was set up following discussion in three local co-design fora, supported by seven lead partners and a coordination committee reporting to promoters. The project is mainly intended to combat and prevent any youth problems and to promote the welfare of young people, between 11 and 18 years of age, in the city of Parma. The third sector organizations, in the education sector, school educational units, families and institutions have been the indirect beneficiaries of the project.

The design process has been implemented on the basis of the so called "community development" methodology, characterized by an initial phase of definition of the concept of well-being, in which the leaders of third sector organizations, educators, youth and the subsequent local designing fora have been involved for the design of effective actions, by identifying and sharing the work priorities for their respective territories. On Oct. 31, 2007 priorities were publicly illustrated at the seminar "Among young people, many types of youth. Sharing ideas towards a shared commitment ". It was a public opportunity for brainstorming and discussion between the third sector, the local community, the local authorities, institutions and youth.

According to the system-wide mandate approach, which is typical of local discussion fora, it is fundamental to establish a liaison with local institutions and with the Area Plans, in order to weave up the fabric of relations, without creating any duplication but establishing a dialogue between the various partners concerned, starting from the undertaking of mutual commitments. The actions planned by the local discussion fora revolve around a few key themes that characterize the action of SMS within the community:

1) SMS workshops: a kind of youth social and cultural centre organised according to a participatory management model based on the leading role of young people, coached by adult educators and aimed at promoting self-organization forms. Young people participating in workshop activities generally come from immigrant families of Italian, European and non- European origin.

2) SMS & family: a series of courses focusing on the notion of family as a resource, namely a family who does not only need services, but who also has claims, poses questions and is open to issues and questions, and in so doing, it participates in the co-construction process of problem definition and solving . This methodology has allowed us to:

- support a process aimed at implementing actions and events through which positive relationships within and among families can be established and fostered, by placing families at the centre of a community empowerment process with a leading role, thus strengthening social inclusion and cohesion;
- develop a close link between community actions and services designed to meet family needs, in order to facilitate a smooth and unbiased access to service desks;
- promote solidarity among families and strengthen ties between the family and its community;
- organize training courses increasingly closer to families' needs.

3) Multimedia bus and radio workshop: a van equipped for multimedia activities is engaged in outreach activities fostering participation and involvement in educational practices. Educational activities envisage the use of multimedia languages and are coordinated, communicated and made available through the website www.radiofficina.it, the virtual web radio address and container of the outreach educational work meaning.

Values generated by social innovation

Ability to produce social value

- The establishment of local discussion fora gives substance to the commitment and synergy of the set of local educational institutions recognized together as a collective resource both for need analysis, action co-design and implementation. This project has been promoted by the third-sector organizations interested in exploring not so much what is done but how and why it is done; the basic question being "what kind of culture supports the third sector actions to manage discomfort and well-being related issues and to define what kind of change is possible?".

Ability to produce cultural value and to promote civic participation

- The SMS project pursues two closely interrelated guidelines: on the one hand, identification, sharing and reviewing of cultural models and, on the other hand, practical actions for and with young people. In this sense, the project can be understood and experienced as a think-tank that contributes to the construction of youth needs analysis and comprehension models, to bring society and its constituent organizations to question the premises that guide and give meaning to actions, starting from their own social sense of belonging. This proves to be possible by opening up a space of discussion fuelled by multiple points of view and accepting the challenge of a profound cultural change, which is important to work out models of intervention and work objects with a sound basis and continuity of theory and practice. In addition to that, the urgent need emerges to translate ideas into actions: by recognizing the urgency of phenomena, of local needs and in particular of young people, and finally of already deeply impaired conditions which require urgent and concrete actions. From a methodological point of view, it is important to apply a methodology that meets the needs of the initiative itself. The community development methodology enables:
 - the involvement of beneficiaries in project management and decision making;
 - the differentiation of action contexts (structured socializing spaces, schools, informal places, streets ...);
 - the differentiation of educational opportunities (educational work on peer groups, coaching of individual cases, unstructured initiatives targeted to the community as a whole, etc.);
 - the involvement of stakeholders (institutions, educational agencies, associations, parents) in the analysis of the local context, the identification of educational priorities and monitoring of the project;
 - the rooting of a "participatory approach" within the community so that it will ensure the future sustainability of the Workshop Project.

Ability to produce institutional strengthening

- The recognition of the value of the project by local institutions is one of the major project results. This recognition was reflected in the assumption of operating results achieved by those who had locally developed activities in the formal planning documents such as Area Plans. In particular, in the District of Fidenza, the project has laid the ground for the development of socialisation opportunities aimed at young people and their families, who had not previously benefited from the available services.

Innovation generative mechanisms

The SMS Project is a pilot experience of a complex integration process between a banking foundation, third sector organizations and public bodies. It promotes a new vision of the community culture that is based on the recognition of the local stakeholders value, by entrusting them with a proactive problem-solving role, not only in providing pre-defined responses to needs.

The model adopted both for the initial identification of stakeholders and methods, implies a basic revision of accounting mechanisms that take into account the results achieved in terms of intrinsic quality of actions.

The choice made by the promoters to provide voluntary associations and authorities with the possibility and freedom to explore new working methods and relationships, fit for the implementation of activities, allows to pool resources and expertise to work better even on existing projects.

This approach enables a broader and deeper impact on the territory, precisely thanks to the power deriving from common working methods and elements and from the ability to network all the various internal skills. From the project governance point of view, the choice made by promoters to take care only of the organizational coordination has further reinforced the freedom granted to the organisations responsible for the implementation of the project.

Based on these assumptions, public authorities have been involved only at a later stage, thereby strengthening the dynamic link between public authorities and third sector organisations.

Furthermore, the project organizational and management mechanisms have envisaged adequate monitoring instruments of individual activities and feedback on the achievement of results. The ex-post assessment activity, which has recently been carried out by Fondazione Zancan, makes the project even more feasible and replicable.

**- ANZIANI E BAMBINI INSIEME –
(Seniors and children together)**

PROMOTER: Unicoop social co-operative

PARTNERSHIP: Flagship Project of the strategic plan for Piacenza "Vision 2020" promoted by Municipality of Piacenza, Provincial Authority of Piacenza, Chamber of Commerce. Economic Support by Fondazione di Piacenza e Vigevano, RER, Provincial Authority of Piacenza. Collaboration with Fondazione O.N.F.S. Agreements with the Municipality of Piacenza, Podenzano and San Rocco. Financial Partner Cariparma

GEOGRAPHICAL AREA: Provincial Authority of Piacenza



Project description

Since 1986, Unicoop has been in charge of the elderly and early childhood service management. In the first half of 2006 it received the opportunity to obtain property management license for 20 years of a building located in the centre of Piacenza, used as a nursing home, owned by Opera National Familiari Sacerdoti. The building measures 4,000 square meters and, due to a very poor state of preservation, needed complete renovation. This could be an ideal opportunity for Unicoop to implement a far-sighted project bringing together seniors and children to promote the intergenerational exchange and allow them to express themselves more freely and innovatively, in the long term, since the activity had so far been carried out primarily through short-term service contracts. The co-operative, therefore, decided to refurbish the entire building creating a nursing home, a Community Day-care Centre for disabled elderly people and a day nursery for 3- to 36-month-old children.

The project was illustrated and shared with local institutions, which acknowledged its importance and validity and included it among the Piacenza 2020 flagship projects; the Municipality of Piacenza legitimized it, through a service agreement with Unicoop and reserving places in the day nursery and in the Community Day-care Centre. This large-scale, four million euro capital investment project was covered by one million euro non-returnable contributions by various institutions (Regional Authority, Provincial Authority, Fondazione di Piacenza e Vigevano), whereas the remaining three million amount were covered by Unicoop through its own resources and a 2.5 million euro loan (of which 700,000 euro by the Regional Authority at zero interest rate).

The project received an award because, on the one hand, it fully meets a specific local emerging need and, on the other hand, it does it in a completely innovative way.

As Unicoop proudly stated: "Seniors and children together" has been the first, among the 25 winning flagship projects, to be completed, thus proving that the third sector can be synonymous with a high degree of professionalism and competence. At present the building hosts 114 users and 45 (full and part-time) staff: 40 places in the day nursery (opened in September 2007), 54 at the nursing home (opened in September 2009) and 20 at the Community Day-care Centre (opened in May 2009).

Values generated by social innovation

Ability to produce social value

- Responding to local needs: the province of Piacenza was lagging behind with reference to the number of available day nurseries (19 places available every 100 3- to 36-month-old children, compared to the regional average of 33 out of 100).
- A large and heterogeneous partners' network: the co-operative has been able to bring together different institutions (at the local, provincial and regional levels), the private business sector and the ecclesiastical world around the project.

- Growth of the voluntary sector: the project activities are carried out with the contribution by volunteers (particularly in the nursing home).

Ability to produce cultural value and to promote civic participation

- Community facilitation: the co-operative organizes music, dance performances, school plays and training seminars with children's parents, with a view to remain as open as possible to the surrounding community, promoting inclusion and participation.
- Cross-fertilization activities: given the highly innovative service content, Unicoop relies on the scientific support of the Università Cattolica del Sacro Cuore of Piacenza and Cremona (Faculty of Education sciences), for internal designing and learning purposes but also to further disseminate findings through hoc meetings and conferences also at the international level.
- Evaluation culture: the planning of intergenerational activities envisages regular meetings among activity coordinators to assess and share results and to learn from the experience.

Ability to produce environmental value

- Conservation of the environmental capital: the building has been renovated according to energy saving and environmental protection standards. Three CNG-fuelled guest transportation buses are used, the building is equipped with a district heating system and waste sorting practices are put in place.

Ability to produce institutional strengthening

- Strengthening of horizontal subsidiarity: the project has further strengthened trust and co-operation with the institutions. The co-operative enjoys a very high level of legitimacy throughout the territory (as shown by the agreements signed with the Municipality of Piacenza, the neighbouring towns of the forthcoming regional accreditation).
- Strengthening of inter-institutional relations: Unicoop is regularly involved in institutional meetings, in particular with the local health authority(ASL) and the Municipality (e.g. for the definition of the Area Plan).

Ability to produce economic value

- Development of entrepreneurial activities: the new facility is fully operational (day nursery + Community Day-care Centre + nursing home), with revenues up to approximately one million three hundred thousand euro, employing about 45 (full and part-time) employees.
- Independence from public funding: the Centre can rely on a sound and stable basis also for the future. It provides a range of competitive services, offering a high level of quality at competitive prices (with long waiting lists).

Innovation generative mechanisms

Unicoop is an institution engaged in the provision of social services, closely tied to its local community with a specific (and recognized) competence in the sector. By building on its relational capital base, it has set up an "enterprise" that will enable it to make a quantum leap forward in terms of size, service quality and freedom of expression. It has been able to meet urgent social needs (a larger number of places available in the day nursery for young children and proper facilities for an ageing population). It has thus designed and set up a new delivery model, based on an intergenerational approach, bringing together seniors and children. In so doing, it has therefore been able to meet an urgent need, but it has also been able to go beyond it by experimenting and creating social innovation. The following factors have played a key role:

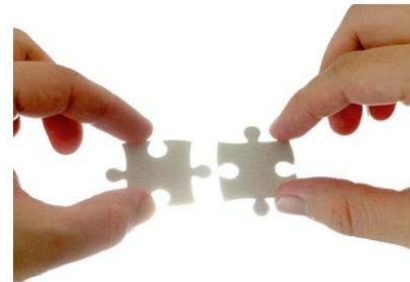
- very close ties with the local community and a rich relational capital promoting specific, motivated, legitimate interests: such an experience cannot be separated from its local context ; its technical expertise and know-how and long-standing experience have led to an important result, which could be freely expressed in a homogeneous social and cultural space, characterized by cross legitimacy and trust among local stakeholders, sharing common behavioural patterns, values and history;
- managerial skills in support of a vision: know-how to do and to implement a project idea. Ability to place the project ahead of the program ("the project goes beyond the program"), namely to channel all forms of funding available around the project idea. Ability to gain consensus around the project (e.g. Piacenza, 2020). Ability to design a competitive project proposal up to the expectations (first flagship project that was concluded, high quality service, as proven by the long waiting lists). Ultimately, Unicoop has managed to implement a social entrepreneurship project, which has nothing to envy to the traditional entrepreneurship profit-making model, in terms of creativity, freedom of action and ability to take entrepreneurial risks;
- high level of expertise: innovation represented by the intergenerational exchange between the elderly and young children (with all its implications), being the culmination of a 20-year-long experience in the elderly and childcare services field.

- Memorandum of understanding for the development of a public-private integrated network for the social and work inclusion of disadvantaged people -

PROMOTER: Sol.Co Piacenza and Provincial Authority of Piacenza

PARTNERSHIP: Sol.Co Consortium, Provincial Authority of Piacenza, Azienda AUSL (Local Health Authority), Municipalities of Piacenza, Castel San Giovanni and Fiorenzuola d'Arda, La Ricerca Association

GEOGRAPHICAL AREA: Provincial Authority of Piacenza



Project description

The idea was conceived within the framework of the (2005-2008) SIN.T.eSI Equal project, dedicated to experimenting with a plan for the work integration and promotion of self-employment for disadvantaged people¹⁸. The goal was to network all the stakeholders involved, according to their different skills, in the work integration activities for disadvantaged people. The Equal project ended in 2008 with the drafting of an operational manual, providing indications concerning the work integration practices among partners and shared tools to be used. This manual is the output of the EQUAL experience, which has now ended, as well as the starting point and the "bridge" with the new local public policy, which is now being shaped.

The continuity is guaranteed by a special Memorandum of Understanding signed by the parties involved in July 2009, aimed at setting up a system support for the work integration of a wide variety of "not certified" disadvantaged people. As a matter of fact, among its functions, the Provincial Authority is responsible for labour policies, according to former national Law 68/1999 (and related regional laws that transposed it), whereby lawmakers intended to facilitate the job placement of individuals suffering from different forms and degrees of disabling disadvantage (established by competent local health authorities). However, there is a "human space" between the above mentioned category and the category of able-bodied job-seekers, which includes individuals with varying degrees of disability that are not sufficient to fall within the category set out by law 68/1999, and especially people with difficulties who due to personal reasons could not "certify" their disadvantage (e.g., alcoholics and drug addicts).

The results of the survey referred to the July 2009 - September 2010 period. The work integration project involved 36 beneficiaries (24 people referred by the local Health Authority AUSL reported, 10 by the Municipality of Piacenza and 2 by La Ricerca Association), and half of them were integrated into a training-oriented job placement experience.

To date, 8 job placement experiences have been completed (7 are still under way, 3 have dropped out), leading to a total of 5 recruitments. In two cases the company directly hired the applicant without any traineeship.

The data in question mirror (in terms of hiring rate) the same data published by Provincial Authority concerning training-oriented job placements organized by Provincial employment centres for able-bodied users.

This confirms the achievement of the ultimate goal, pursued by the initiative: namely, to provide people suffering from various forms of disadvantage with protection and support along the path towards the world of work, in order to have equal opportunities in finding a job as other able-bodied

¹⁸ The (2005-08) SIN.Te.S.I. Equal Project envisages Macro-action C, related to be " experimental plan for work integration and promotion of self-employment for disadvantaged people" and in particular Action C.2. dedicated to "activities aimed at fostering social and work integration and promotion of self-employment for disabled and disadvantaged people".

people.

Values generated by social innovation

Ability to produce social value

- Ability to identify local needs: the project has been able to cope up with social difficulties through an innovative organizational model
- Ability to strengthen formal relations: presence of a broad and heterogeneous public/private partnerships; in April 2010, the Municipalities of Fiorenzuola d'Arda and Castel San Giovanni (chief towns respectively of eastern and western Municipalities) have been involved in the project to provide all residents of the province with equal opportunities in accessing the service.

Ability to produce cultural value and to promote civic participation

- Community facilitation: awareness raising campaign within the business community involved in the project concerning equal opportunities and the inclusion of disadvantaged people into the labour market. They have often been perceived it as a resource rather than as a burden within the company.
- Organisational learning: since the very beginning the Equal project has always made a continuous effort of learning and adjustment "on the road". The Management Committee has been the discussion forum for all project partners. The different members of the partnership have highlighted the "experimental" nature of the initiative, but also the ability of having implemented it while exercising their functions.
- Continuity of the project: the project is designed to last, evolving from political to social experimentation, and ultimately towards "institutionalization".

Ability to produce institutional strengthening

- Recognition of the value of the project by local institutions.
- Replicating activities (or part thereof) in other projects concerning the same area of intervention or in other areas of intervention: the signing of a second Memorandum of Understanding (April 2010), also by the Municipalities of Fiorenzuola d'Arda and Castel San Giovanni, the project was extended to two other territorial districts of the province of Piacenza.
- Inter-institutional strengthening: awareness raising, development of knowledge, sharing of visions, co-operation practices within the scope of action among the different project partners, especially facilitating the liaison between the public and private sector (also in relation to issues external to the project itself).

Ability to produce economic value

- Consolidation/development of already existing business activities: the implementation of the project led to the recruitment of 3 - 4 new (full-time and part-time) occupational profiles; job placements have so far led to the recruitment of 7 employees (even though a few hiring processes are still under way).
- Allocation of non-economic resources: a few "figurative" costs exist which consist of a heavier burden in terms of unpaid work for a few employees (for instance, the efforts to be devoted to the Management Committee meetings) in addition to other resources made available by partners (classrooms, printers, etc.), and in particular by the Provincial Authority. Ultimately, the total cost of the initiative is not so high when compared to the amount of work accomplished by workers in relation to the actual results that have been obtained in the field.

Innovation generative mechanisms

The project is an example of a social experiment, generating learning, getting institutionalized, turning into (ordinary not extraordinary) "political" action, in particular thanks to the presence of a public administration that is open, committed, responsible and willing to "listen" to the urgent needs of the community.

The partnership between the public and third sector organizations has been strengthened by the project. Hence, it becomes a value in itself and it expresses a genuine desire by decision-makers and producers of social value to fulfil their mandate until the very end. The desire to achieve results is the main binder supporting action.

The service that has been developed responds to a social need that had so far not been fully met by local public policies. The project has been implemented against a background made up of local territories and communities endowed with a high social capital. This social fabric features a long-standing history of relationships that have been woven between the public and private sectors, particularly with the third sector, sharing of core values, which have shaped culture and trust. Trust acts as a powerful catalyst, sparking off new experiences that would not find a solid base on which they could grow and thrive in other contexts.

- SOSTEGNO INTEGRATO INSERIMENTO LAVORATIVO (SIIL) –

- INTEGRATED SUPPORT for WORK INTEGRATION -

PROMOTER: Consortium Fare Comunità

PARTNERSHIP: Provincial Authority of Ravenna, Municipalities of the district of Lugo, Servizi sociali Associati del Faentino (Associated Social Services of Faenza), Consorzio per i Servizi sociali di Ravenna, Russi, Cervia (Consortium for Social Services), and INAIL (National Insurance Institute for Employment Injuries), sistema provinciale dei Centri per l'Impiego (Provincial system of employment centres), AUSL local Health Authority and its specialized services DSM and Ser.T., CEFAL MCL Lugo, Centro Provinciale di Formazione Professionale (Provincial Centre of Vocational Training) Faenza, Engim Ravenna, Irecoop Ravenna, Consortium Solco and Efeso Ravenna, Consortium S.Vitale

GEOGRAPHICAL AREA: Provincial Authority of Ravenna



Project description

The project stems from the experimental experience carried out by the Vocational Training Centre CFP Colonia Orfani di Guerra (now known as Cefal) in the Lugo district, in charge of vocational training for people with disabilities, particularly mental disabilities. The Centre practitioners complained about the lack of connection between their training activities and the world of work. Therefore, they started an experimental mediation and awareness-raising activity addressed to enterprises (supported by a self-training scheme). In 1998, thanks to their determination and lobbying activities, the centre practitioners managed to launch a transferability process of the SIIL (Integrated Support for Work Integration) model in the area of Faenza and Ravenna. In 2000, Social Co-operation was integrated into the SIIL operating system. The so-called Territorial Operational Units were set up, in the three provincial districts made up of vocational training practitioners from (i.e. Engim to Ravenna, the Vocational Training Centre of Faenza and the CFP Colonia Orfani di Guerra, Lugo, now renamed Cefal), social services and social co-operation. The Provincial Council of Ravenna declared the transferability of the model, in agreement with AUSL (Local Health Authority) and Consorzio dei Servizi Sociali (Social Services Consortium).

SIIL provides a labour demand and supply matching service between employers and disabled people (beneficiaries), including both those already employed and job seekers. Guidance interviews are conducted with the beneficiaries and their families, as well as with the employment centre or social services in charge. Beneficiaries are followed up step by step along the whole work integration process into the new workplace, with the support of practitioners through interviews with the company tutors. Each practitioner handles a dozen of cases, at different stages of development; in 2009, 348 individual projects were carried out and a total of 64 people were hired¹⁹.

The project finally gave birth to a new experience, known as "SIIL – disadvantaged people ", with a more complex target audience, compared with the disabled. The project was launched in 2005 and was implemented for 5 years in the municipalities of lowlands of Romagna in collaboration with Servizi sociali Associati Faentini (Associated Social Services of Faenza). 5 disadvantaged people for each territory were included in the project. Currently, the activities are managed by a new hybrid umbrella organisation, the Consorzio "Fare Comunità", which encompasses co-operatives and training institutions, with the intent to act as a "local development agency promoting citizenship welfare and combating social exclusion ".

¹⁹ Individual projects were carried out in 2009: 348; experimental observation projects: 36; training observation projects: 123; employment mediation: 30; employment support: 159; SIIL-based recruitment: 64

Values generated by social innovation

Ability to produce social value

- Ability to identify local needs, given the awareness of a lack of "bridge" between trained disabled people and the world of work.
- Establishment, enlargement and strengthening of the partnership: the relationships between the partnerships members have deepened and become more structured over time, including a gradually increasing number of partners and consolidating a large and heterogeneous public/private network.
- Building of a public-private action governance system involving all the partnerships members, on an equal footing. This system is designed on the basis of the various stakeholders' skills and characteristics, rather than on their institutional "status".
- Increased confidence in public institutions, as network partners, by beneficiaries' families.
- Broadening of the originally envisaged category of beneficiaries (disabled people), thus including also other disadvantaged people.
- Climate of relationships between practitioners characterized by sharing and trust.
- Relationship between practitioners and managers of companies where job placements are organised, characterized by a good level of trust.
- Maintenance of relationships with beneficiaries after the conclusion of the project: beneficiaries remain in touch with the centre managers even after several years since their recruitment.

Ability to produce cultural value and to promote civic participation

- Participation in meetings to share experiences and expertise with various organizations: in particular, at the beginning of the project, the Enrico Montobbio²⁰ experience has been a source of inspiration and organization. Subsequently, SIIL has become an exemplary model for other organizations and communities.
- Change in corporate culture: in some cases, disadvantaged people have been perceived not only as a constraint envisaged by the law, but also as a resource, thanks to the job placement and coaching activities.
- Development of new skills: on the one hand, the project development has generated greater efficiency in the processes put in place by each partner and, on the other hand, a true cross-fertilisation occurred among practitioners themselves, which led to the design of new occupational profiles.

Ability to produce institutional strengthening

- Influence/redesigning of local policies with respect to the inclusion of disadvantaged people: a new public/private partnerships model.
- Recognition of the project value by local authorities.
- Replicating activities (or part thereof) in other projects concerning the same area of intervention or in other areas of intervention: for example, extension of the model to two districts within the province of Ravenna (in addition to that of Lugo).
- Development of awareness, knowledge, sharing of visions, collaborative practices with respect to the scope of intervention, within a single institution or between different institutions. The initiative partnership has meant, for the different stakeholders involved, the need to try to build a management plan, on the basis of common elements, which would allow overcoming any possible conflicts, opening to the other different models, rather than the mere sum of specifically designed and planned activities. This process has led to a partial dismissal of the usual paradigms of interpretation, a greater mutual understanding of objectives and organizational models and contamination of work styles; in particular, there seems to be a greater attention to the procedural aspects of social co-operation and, on the other hand, a culture of closeness to beneficiaries within the public administration.

20 Founder of the Study Centre for the work integration of disabled people of Local Health Authority ASL 3 of Genova and author of a few publications on the work integration of disabled people, such as, "Chi sarei se potessi essere. La condizione adulta del disabile mentale" published by Edizioni del Cerro in 2000.

- There is a greater propensity to seize the opportunity, of positive repercussions on one's business, even as side effects of such an interaction with other subjects.

Ability to produce *economic value*

- Consolidation/development of business activities already in place: an increase in size (turnover and recruitment) and diversification of activities of social co-operatives joining the partnership.
- Allocation of non-economic resources: loan for use of the premises.
- Saving for the public administration resulting from job placement.
- Income increase of some households/savings of the same in terms of care .

Innovation generative mechanisms

The presence of a strong intrinsic motivation of practitioners has helped improve the quality of the service and the relationship with both the beneficiaries and their families (even after they have been hired for several years, they maintain good and informal relationships with practitioners), with the companies' representatives (who perceived and, in some cases, are contaminated by non-instrumental reasons of interventions). The selection of intrinsically motivated practitioners is in part related to the sharing of values among the forerunners of activities (Montobbio's vision of the disabled as a resource, highlighting the dignity of the disadvantaged persons). The communication of these values has acquired a specific identity over time, which has probably acted as a catalyst attracting people who shared this perspective.

This process has generated a high relational quality of the service; it should be noted that this outcome should not be solely attributed to the contribution by third sector organizations involved, but rather to have their approach with the specific quality of work of people employed in public administration. This was possible because of the shared vision of "disadvantage as a resource" by both public institutions and third sector organizations, which, despite the different organizational cultures, has generated cultural, social and economic value over time.

It should be highlighted that a high rate of social entrepreneurship, characterized by social economy organization managers' ability to devise and implement an effective combination of public and private resources for the provision of services of general interest. A distinctive feature of this capacity is represented by a networking culture, as a fundamental resource for social innovation.

The implementation of the principle of subsidiarity by local authorities, through the recognition of the activities carried out by civil society organizations (Provincial Council resolution No. 23 dated April 2, 2002) should also be taken into account.

This is the outcome of a relationship process between public institutions and local social economy organisations, which has developed and transformed over time. At first, this relationship emerged as a bottom-up demand starting from actions undertaken by training practitioners, who mediated (or interpreted) beneficiaries' demand (which was sometimes implicit).

Faced with such a demand, which was supported in a more or less conflictual way, open spaces for negotiation were opened up by the Public Administration. The interaction was then built through the sum of more or less institutionalized procedures (tenders, negotiations, tools such as social discussion fora, etc.). As a result, to start with, a few activities were implemented in response to bottom-up demand and available public resources.

Currently, following a consolidation process of formal and informal relationships, social economy and public institutions seem to work on an equal footing, through forms (e.g. Consorzio Fare Comunità) that are dictated by the needs of the process itself, more than by the status and routines of the stakeholders involved.

Partnership sustainability: the early activities date from the late 90s. Organizational and value learning by public and social economy organizations, their ability in seizing opportunities of production of public goods arising from the interaction between the partnership stakeholders, the integration effects of social and active labour policies implemented by the project, are all phenomena that arise from relationships that have been established and developed over time.

- GRUPPO BOUQUET --

PROMOTER: Social Co-operative II Girasole (Social Co-operative)

PARTNERSHIP: Informal group of third sector and for-profit organizations (plus Confcooperative Reggio Emilia and the Municipalities of Reggio Emilia and Bagnolo in Piano, beyond the framework of the project)

GEOGRAPHICAL AREA: Provincial Authority of Reggio Emilia



Project description

The project idea was conceived by the social co-operative II Girasole, founded in 1977 on the initiative of some parents of children suffering from various forms of disability and active in the assembly of OEM mechanical components. In the early 2000 the urgent need for diversification of the co-operative's activities emerged, as the mechanical components sector did not offer sufficient guarantees for the future. Two young volunteers, engaged in the co-operative since a long time and having a specific know-how in food science, were convinced of it and so decided to develop a new idea focuses on the catering business. The first step was undertaken in 2004, when the co-operative was awarded the management of a bar in a public park in the centre of Reggio Emilia, made available by the Municipality. In 2008, the co-operative purchased a professional stove and all the necessary equipment to carry out catering activities within a large building granted on loan for use by the Municipality of Bagnolo in Piano, through a cross-financing operation (in compliance with Regional Law 7/1994).

The first job experiences were carried out during the conferences organized by the Municipality of Reggio Emilia. Yet, from the very beginning, the wedding business appeared to be especially promising and it is currently worth 70% of the co-operative's total turnover. The excellent relationship between the co-operative, parishes (Premarital Preparation Courses) and the social co-operation world, as well as the widespread awareness of the themes of solidarity in general within the local community, all contribute to guarantee a very high level of demand.

With the support of Confcooperative Reggio Emilia, the co-operative II Girasole has attracted a broad network of partners²¹, each of which with its own speciality. They have thus set up the Gruppo Bouquet, a wedding planning company, offering a full range of wedding planning and organization services (ranging from wedding favours, invitations, wedding gowns and costumes, photos, etc.). In 2010, thanks to a regional funding, Co-operative II Girasole opened the Maki Pub, in collaboration with Gruppo Bouquet, the Youth Centre and the Third Sector Associations of the City of Bagnolo in Piano. As a consequence, its activities have further diversified and extended, also thanks to the opportunity to involve younger members and to strengthen its relations with the local community. To date, Co-operative II Girasole has 48 members, including, after its experience with volunteers, the 6 "turning point" young people, 20 disabled people, 14 workers hired in the mechanical workshop (whose business is phasing out) and 6 people are employed in the catering area (bar + catering + pubs). The business is booming. Taking into account only the co-operative II Girasole, in 2009, its turnover amounted to half a million Euro (almost double the 2008 turnover), with a growing demand, and benefit for all the Group partners, each one according to its specific contribution.

²¹ Social Cooperative (type a) Ravinala: it is a fair trade Cooperative dealing with agricultural and handicraft products; Social Cooperatives (type b) Solgarden and laVigna: specialising in flower growing and arranging; Social Cooperative (type b) San Giuseppe: dealing with preparation of wedding invitations; Agricultural Cooperative La Collina: providing 100% organic produce for catering; Agricultural Cooperative La Quercia: residential rehabilitation community for former drug users. It manages a restaurant fit for weddings and receptions; Snc Dea Sposi, tailoring of bespoke wedding dresses and suits; Eden wellness centre; Photo Art Snc; professional Photographer.

Values generated by social innovation

Ability to produce social value

- Identification of an emerging demand: the main idea of the whole project has been successful insofar as it filled a "vacuum of values" (or perhaps created a new opportunity for the provision of value, of meaning). Many people within the community wish to permeate "the most important day of their lives" with a special meaning, a message of solidarity towards others which is the hallmark of Gruppo Bouquet.
- Presence of a heterogeneous and articulated partners' network: Co-operative Il Girasole has been able to attract a large group of third sector and for-profit organisations. The Group has been strongly supported by the municipalities of Reggio Emilia and Bagnolo in Piano.
- Growth of the voluntary sector: the differentiation of activities has allowed the involvement of a growing number of volunteers. The expected increase in the business volume will lead to a further increase of its turnover.
- Building of open governance systems: the growth of the group occurred gradually and spontaneously, according to an ongoing growth path. The group is deeply rooted in its community and it enjoys a close-knit network of relations (in the framework of the design and management of the initiative), including institutions, parishes, schools, training institutions, etc.

Ability to produce cultural value and to promote civic participation

- Community facilitation: contributing to community awareness raising on solidarity issues; the Bagnolo in Piano centre is designed to offer entertainment (i.e. the pub, equipped with fair trade products and furnishings), study/reading and musical corner, dedicated to the commitment and dissemination of contents and values
- Implementation of social communication activities: through the Gruppo Bouquet website and brochure

Ability to produce *institutional strengthening*

- Acknowledgement of the project value by local institutions: the history of the Co-operative Il Girasole and the birth of Gruppo Bouquet is a success story of a virtuous relationship between a social co-operative and local authorities; the "turning point" in the life of the co-operative was made possible by the contribution by the Municipality of Reggio Emilia (which has granted it a management licence of a downtown bar) and of Bagnolo in Piano (which has granted a large building serving as the Group's catering facilities, on loan for use, free of charge). The relationship with the Public Authorities is not characterized by preferential relationships with partners in the, thus demonstrating a sound relationship and a commonality of values and visions.

Ability to produce *economic value*

- Promotion of new social entrepreneurship subjects and consolidation of already existing businesses activities: setting up of a supply system with an increase of economic opportunities for each partner joining the group
- Independence from public funding.
- Allocation of non-economic resources: fundamental contribution by volunteers.

Innovation generative mechanisms

Gruppo Bouquet is the culmination of a creativity effort that helped to invent a new business activity, which is rather unusual for a co-operative type b. Thanks to its managerial skills, availability of various funding sources, the co-operative has managed to set up an innovative model, which is able to balance the social and economic components and to pursue, in its entirety, the original spirit of the co-operative (work integration of disadvantaged people), in the framework of a business project successfully competing with other profit-making companies on the market. Its entrepreneurial skills are declined into several components: from the strictly economic aspect (identifying a niche market with a growing demand; effective and efficient use of resources; diversification of the supply of products and services) to partnership management (development of a shared project management approach).

The inclusion of young volunteers in the co-operative activities acts as a real lever of change in the vision of the co-operative. Volunteers are primarily inspired by a strong motivation; secondly, they regard the disabled as an asset rather than a burden; and, thirdly, they bring specific skills into a new sector. A real cultural change is put in place. Hence, the disabled person is perceived as a productive subject, on whom one can invest on through proper training.

Without the help of a "participative" and efficient Public Administration, the Co-operative Il Girasole would have encountered great difficulties in reinventing itself and becoming so well-established and well-known, as it is today, both individually and collectively, as Gruppo Bouquet. It is an example of social enterprise competing according "to market" rules. The financial support and backup by the Municipality of Reggio Emilia and Bagnolo in Piano are the result of a shared vision towards the themes of social solidarity and mutual legitimacy between stakeholders, which generates trust and it becomes self-fuelled.

The project takes place in a community endowed with high social capital and solidarity culture and, of course, open and sensitive to solidarity issues.

**- PROVINCIA DI RIMINI
PER UNIONE ITALIANA CIECHI –
PROVINCIAL AUTHORITY OF RIMINI
for the Italian Union of the Blind**

PROMOTER: Provincial Authority of Rimini, Department of Labour and Training

PARTNERSHIP: Social co-operative La Romagnola and Unione Italiana Ciechi (Italian Union of the Blind)

GEOGRAPHICAL AREA: Provincial Authority of Rimini



Project description

The project has been designed by the social co-operative La Romagnola. It has been one of the first examples of job placement of mentally disabled people in Romagna (social co-operative type B). It was founded in 1975. In 1994, the co-operative decided to enter the transport sector, by managing the transportation service for the disabled "Rimini for all" on behalf of TRAM, the municipal public transportation Company of Rimini. In 2001, the co-operative was awarded the transport service for the disabled following a tender launched by the Local Health Authority. The co-operative is also in charge of the transport of people on dialysis throughout the province, with a high growth in volumes and variety of user needs. During this period the co-operative started hiring a larger number of disabled people (nearly half the total number of employees, well above the 30% threshold established by law). In the same time, important synergies were introduced between the services in order to reduce and rationalize the cost of transport. In 2005 a further leap forward took place. Unione Italiana Ciechi (the Italian Union of the Blind) takes part in the institutional committee (the Commission for the disabled²²) which deals with the inclusion of people with disabilities, according to the law (LR 17/2005). In the disability field, the blind people category is among the most disadvantaged ones in terms of transportation, especially those who live far from the city centre and who therefore cannot avail themselves of a well-equipped and efficient network. After mapping the potentially affected users, the Provincial Councillor for Labour immediately thought of the co-operative La Romagnola, as the best suited organization to be charged with the service. The co-operative is now well-established and structured in the local territory, and it is the only one with all the necessary prerequisites. In exchange for this new contract, through a direct award by the Provincial Authority, amounting to a total of about 52,000 Euro (the same amount envisaged for 2009/2010 has been awarded for the year 2010/11), the co-operative was asked to hire new staff with disabilities. During the 2005-06-07 years, the service envisaged free home/work transport. From 2008 it has also included free work-home return. A total number of 10-12 employed blind people is entitled to this transportation service. From an employment point of view, this activity increase has implied the hiring of two new full-time employees and the purchase of new vehicles (4-5 vehicles in all).

²² Art.18 R.L. 17/2005 paragraph 4: "Provincial Authorities design, implement and agree on policies for the work integration of disabled people within a joint industry body, made up of representatives appointed by employers' trade associations, employees' trade unions and associations of people with the disabilities, comparatively more represented at the provincial level. Such a policy consensus can be reached as envisaged by article 52 of the regional law no. 12 / 2003 (namely a "social dialogue commission with proposal submission, verification and assessments powers, with regard to vocational training, education and labour policy guidelines delegated to provincial authorities"). According to the equal opportunities principle, the most representative local associations of people with disabilities are entitled to join this joint board.

Values generated by social innovation

Ability to produce social value

- Ability to identify local needs: it is the only Type B social co-operative that is organized in a professional way to ensure the transport of permanently and/or temporarily disabled people (including the blind) in Emilia-Romagna. The co-operative provides a twofold answer to these social needs: it promotes the work inclusion of disabled people and meets the demand for transport that would not otherwise be met (or that would anyway be provided by the public administration, but with higher costs).

Ability to produce cultural value and to promote civic participation

- Presence of an evaluation and transparency culture: social reporting and quality certification put the co-operative under continuous stress to try to meet in-house staff, user and customer satisfaction objectives. This information is reflected in the internal decision-making processes, by generating cultural and organizational learning.
- Level of knowledge of the project in the reference community: since 2003, with the achievement of the UNI EN ISO 9001:2000 Quality Certification applied to the transport sector, the co-operative has committed itself to guaranteeing a high degree of social responsibility and external communication. This decision was further strengthened when an interdepartmental working group was established in charge of the drafting of an Ethical and Social Responsibility Report in 2007. Since that year this report has regularly been presented through a press conference open to all citizens and covered by the press and local media.

Ability to produce institutional strengthening

- Acknowledgement of the project value by local institutions: a high level of legitimacy and confidence in the project and of the co-operative at the institutional level. The history of La Romagna is characterized by a gradual growth of know-how and expertise in the transport sector for the disabled, thus leading to an award and accreditation by the Municipality of Rimini and then by ASL (Local Health Authority and then finally by the Provincial Authority of Rimini (with which it has established a close co-operation for the definition of Area Plans).

Ability to produce economic value

- Promotion of social entrepreneurship: since 2000, its turnover has continued to grow. In 2009 it achieved +12.3% as against 2008, in contrast with the general critical scenario. This trend proves an efficient management, which has led to recruitment of new (disabled and non disabled) personnel. The transport service for the blind has led to the creation of two new full time jobs.

Innovation generative mechanisms

Synergy between public administration and social economy organisations has occurred according to the principle of horizontal subsidiarity. The Municipality of Rimini has favoured the emergence of a new form of social entrepreneurship, the social co-operative La Romagnola. It has grown over time, it has gained legitimacy and trust by other local institutions, receiving in exchange new tasks and activities. In 1994, the Municipality of Rimini decided to promote the diversification of the co-operative, with the award of the transportation service for the disabled. In 2005, the Provincial Authority increased its volume of activity, entrusting it with the transportation service for the blind. Local authorities have acknowledged and promoted the emergence of a civil society organization, with a full understanding of its role and undertaking of its responsibility, which involves a development strategy, decision-making and accountability (the Public Administration is ultimately responsible for coordinating and monitoring the actions by the third sector organisations). As far as it is concerned, since the beginning, La Romagnola co-operative has adopted a management style characterized by the quality of service and user satisfaction, focusing on staff training, communication and visibility to the outside (i.e. Quality Certification and Social Report). It has acquired credibility and identity as a social enterprise with high professional standards. It has demonstrated over time to be able to adjust and respond successfully to new external changes in the scenario (such as know how to compete on the market and win the ASL contract for transporting of disabled people). La Romagnola is a unique example in the entire region: on the one hand, it promotes the work integration of disabled people (today it hires 23 employees with disabilities, about half of the total staff), and on the other hand, it is in charge of a transport demand that would otherwise remain unmet or that the Public Authority would provide at higher costs (given the inherent characteristics of the service).

4 - GENERATED VALUES AND GENERATIVE MECHANISMS

The series of case studies illustrated in Chapter 2 has led to the identification of the prevailing values generated by each case and of the various forms that they have taken, by placing them in relation to the context, the identified needs and the different social stakeholders. These various elements have been related to the criteria underlying the values and sub-dimensions through which they have been objectively expressed.

It is worth mentioning that the "*specific quality*" of the actions carried out by individual projects is the meaning assigned to their ability to produce a given value, namely the identification of the transformation process of a service in qualitative terms, compared to the quality of the service perceived by end users.

This is true, in comparison with the quality that would be perceived if the same service were provided by either public or private bodies. These specific projects clearly show that the theme of generated values is the direct expression of what might be defined as "social innovation". Indeed, the distinctive elements that constitute them, be they relational, cultural, institutional, or more aggregative or operational, are in discontinuity with respect to reference systems and contexts. They introduce substantial changes not only in the analytical method of needs, which are mostly hidden or poorly analyzed, and in the solutions that are developed, but more generally in the dynamics that change the method, whereby solutions, forms and contents are designed. If a more general reference framework is used, it might be stated that they have given rise to both process and product innovations. This has been made possible through a contribution of creativity by the various partners, which allows a different combination of already existing elements, thus giving rise to new social, organizational and individual behaviours.

The value dimensions that have been identified are:

Ability to produce **social value**

Ability to produce **cultural value and civic participation**

Ability to produce **environmental value**

Ability to produce **institutional strengthening value**

Ability to produce **economic value**

The emergence of innovation is nevertheless more deeply rooted. The survey has highlighted a few different and new process elements, compared to previously identified items, which have played a causative role compared to the earlier ones and to the level of innovation that they have brought about. Therefore, in the course of the analysis, the need had emerged to assign a privileged role to the idea of generative causality, namely to the processes that expresses how values are generated by social economy organizations. They have highlighted the "generative mechanism" concept, defined as a causal process, which is very often observed and through which a particular outcome is generated. In principle, each generative mechanism involves three distinct conditions:

- the social conditions that influence the situation;
- the ways in which the stakeholders act in a given situation and produce individual and collective effects;
- the set of actions undertaken by individual (or even collective) entities is pooled together and gives rise to a broader process.

It can be stated that due to their specificity and peculiarity, these conditions are inherently distinctive of each single project that has been taken into account. They are by nature different from the specific operations that have been implemented, while significantly impacting on the achievement and establishment of the results/goals set out by the project itself.

The generative mechanism stems from the interaction between individual and collective cultures and it acquires its specific value in the various local contexts, through the encounter with different stakeholders, thus permeating and giving thrust to change and learning processes.

The generative mechanism is also able to redefine the ultimate meaning of the activities, by binding the project to specific needs, identifying responses to needs, rooting them into the specific context where it is developed, triggering off dynamics leading to the development of activities that have been designed. It should be underlined that different interrelated generative mechanisms are usually present, in each project.

All the generative forms specific to each project were initially pointed out for the identification of the six macro mechanisms that are described here below. They have been illustrated in the data sheet included in Chapter 3 of this Report.

Subsequently, through a combination of similar semantic concepts and their related contents, broader categories have been outlined.

The following six generative mechanisms have been identified:

- 1) Intrinsic motivation and identity
- 2) Civic Entrepreneurship
- 3) Vision, knowledge and learning systems
- 4) Subsidiarity approach within the public administration
- 5) Participation and governance
- 6) Network quality and generation of relational goods

The following paragraph illustrates the most prevalent forms with which each value is expressed and the broad spectrum of phenomena that have been identified. It also summarizes the most relevant characteristics common to all projects reviewed. Furthermore, it highlights each generative mechanism and provides a general description and a more detailed analysis of the items that have characterized each individual or set of projects.

4.1. VALUES GENERATED BY SOCIAL INNOVATION

4.1.1 Ability to produce social value

Ability to identify local needs

- Emerging needs have been identified not only at the design stage, but also during the performance of activities in the framework of each individual project, through specific and innovative methodologies promoting involvement and information. In some cases, feasibility studies (WEEE in prison) have been carried out, starting from a formal data collection by means of interviews with beneficiaries (Home-based Physical activity for the elderly, Networked Seniors projects). Field surveys have been carried out in other projects (Hygeia) in co-operation with third sector organizations in the local community, thereby providing more flexible and suitable solutions to the target population and to the local context (Solidarity and Families, Circostrizioninsieme, SMS).
- Interesting needs analysis methods are used. The original idea often stems from an intuition, both at an individual and group level, which is then transformed into articulated and structured paths. There is the awareness of the absence of an appropriate "bridge" between beneficiaries and the expressed needs: such as in the case of SIIL, between people with disabilities trained to enter the labour market and the world of work. In the case of UISP, there is the awareness of the need for home-based interventions; the Networked Seniors project is designed to meet a specific socialisation need that could not otherwise be met by public services. In other cases, the starting point is the identification of a series of needs that have not yet been identified but that can be intuitively linked to other already existing projects (i.e. Elderly people and children together, Families and Solidarity). In the case of the Hygeia project, the needs analysis process was carried out by a Coordination Group in charge of monitoring needs and checking possible solutions to meet new emerging needs.
- The formalization of the needs analysis has been carried out both by means of more traditional data analysis and processing methods, according to a chronological development of the project, and through the follow-up of the project. This occurred, for example, through the drafting of specific documents reporting the needs detection and interpretation results (Home-based Physical activity for the elderly, Hygeia, Families and Solidarity, SMS projects) or through a shared social reflection, training, comparison with other Italian and European experiences (Caffè San Biagio, Due piste per la coca), between the public and third sector, thus paving the way for subsequent levels of evaluation.

Ability to strengthen formal relations

- The presence of a heterogeneous and articulated partners' network is a feature common to all projects. On the one hand, partnerships have been built and gradually extended to an increasing number and variety of institutional, profit-making and third sector stakeholders, thus giving rise to real public/private partnerships (WEEE in prison, SIIL, Circostrizioninsieme, SMS, Growing little mediators). On the other hand, the project has often grown locally, thus

involving the local stakeholders' network and making the service accessible to beneficiaries from the surrounding districts (SIIL, Home-based physical activity for the elderly, Memorandum of Understanding for the development of the integrated public/private social and work inclusion of disadvantaged people - Memorandum of Understanding, Piacenza - Networked Seniors, Families and Solidarity).

- The presence of a climate of trust and openness between operators (Growing little mediators, SIIL, Gruppo Bouquet), has often supported the formal network subscription processes.
- The maintenance of relations between the partnership members over time, even beyond the end of the project, has often led to the promotion of other initiatives (Circoscrizioninsieme, Punto d'incontro San Giovanni, WEEE in prison, SIIL) and to the strengthening of a "participatory" approach that has spread over the territory, thus ensuring the future sustainability of the projects (SIIL, SMS, Families and Solidarity).
- In some cases relations with other third sector organizations outside the project partnership have further broadened and strengthened, through collaboration agreements (Growing little mediators, Home-based physical activity for the elderly, Networked Seniors) or through participation in coordination meetings such as consultation units (Networked Seniors, Families and Solidarity).
- In some other cases, this strengthening / broadening of institutional relationships at various levels has occurred through participation in the project promotional events of (Growing little mediators, Networked Seniors), through participation in planning activities (SIIL, Home-based physical activity for the elderly, Families and solidarity, SMS) or in the establishment of regional steering committees (WEEE in prison).

Growth of the voluntary sector

- The differentiation of the initially planned activities (Gruppo Bouquet, Circoscrizioninsieme) has made it possible to increase the number of volunteers and the quality of their involvement in the project organization. The cultural values underlying the associations' work, the continuous involvement in the project activities and their impact on the local community have produced a "positive cross-fertilisation" process even in terms of the setting up of new initiatives (Growing little mediators, Networked Seniors, Punto d'incontro San Giovanni).

Ability to establish relationship with the beneficiaries

- The widening of the category of beneficiaries who had initially been planned has occurred by giving rise to "spin off" projects addressed to other entities (SIIL) or by including new partners into the services that had initially been intended for one specific type of "users" (Networked Seniors, Hygeia), or also by encouraging the interaction among the various beneficiaries (Punto d'incontro San Giovanni).
- Ongoing relationships with the beneficiaries even after the conclusion of the project have fostered their inclusion in these organisations as volunteers engaged in carrying out the various activities (Networked Seniors), in establishing friendly relations with the organization's practitioners (Café San Biagio, SIIL), or in promoting and disseminating the organization's activities (Gruppo Bouquet, Growing little mediators).

Development of open governance systems

- Project governance models have resulted into an involvement of key stakeholders in the design process of the initiative, with respect to the scope of the intervention and reference community - beneficiaries, families, volunteers, practitioners, other third sector organizations, Public authorities - (SMS, Caffè San Biagio, Growing little mediators, Families and solidarity).
- The key stakeholders have been involved in the initiative management and implementation process, with respect to the scope of intervention and the and reference community, (SIIL, WEEE in prison, Gruppo Bouquet, SMS) or in the support to the project activities promotion and dissemination (Hygeia, Families and Solidarity).

4.1.2 Ability to produce cultural value

Community facilitation/Degree of knowledge of the project in the reference community

- The information and awareness-raising processes about specific issues, which make the object of intervention, the actions that are put in place and the results, which have been achieved, have all been managed and disseminated in an innovative way. The needs analysis and all these elements have all become an integral part of the interventions and have been conducted through specific methodologies. The organization of meetings and entertainment events with the key stakeholders or with the reference community are the most typical examples. In several cases, activities are carried out to promote discussion on more general themes beyond the direct scope of the project (WEEE in prison, Growing little mediators, Punto d'incontro San Giovanni, Caffè San Biagio, Due piste per la coca), or to create entertainment opportunities as well as exhibitions and seminars (Gruppo Bouquet, Seniors and children together, SMS). In addition to community outreach, the goal was also to encourage the development of participatory processes (Circoscrizioninsieme, Networked Seniors), addressing issues of great importance and relevance in an innovative way (Families and Solidarity). The goal is to remain as open as possible to the surrounding community, promoting inclusion and participation.
- New methods and tools have been used for the implementation of communication activities: project presentation and results dissemination events, press conferences (Provincial Authority of Rimini for the Italian Union of the Blind, WEEE in prison), as well as communication tools, such as websites (Networked Seniors, Gruppo Bouquet), radio broadcasting and TV commercials (Circoscrizioninsieme).

Development of cross-fertilization activities

- The cultural approaches that have inspired the project promoters result from an exchange of experiences and expertise between various organizations at regional, national and international level (SIIL, Home-based Physical activity for the elderly, Seniors and children together, Networked Seniors); this has often resulted into an impact on the internal organizational culture in terms of innovation and change. In some cases it was a real transfer of experiences that had already been developed abroad at the local level (Caffè San Biagio, Due piste per la coca / Two lines of cocaine).
- The development of internal learning and reflection processes on one's organizational culture

has been initiated and facilitated by dialogue and collaboration with different organizations within the same partnership (Growing little mediators, Piacenza Memorandum of Understanding MoU). In some cases, the encounter of very different organizational cultures has produced a mutual adjustment of visions and organizational methods (WEEE in prison, SIIL).

- The cultural learning pathways have engendered new skills, often through the implementation of a structured scheme and with the help of innovative methods. In some situations, for example, a cross-fertilisation process between practitioners themselves has created new skills (SIIL), whereas, in other cases, the development of these new skills results from the implementation/use of different training courses (Home-based Physical activity for the elderly, Networked Seniors) or from an ongoing exchange between the different stakeholders involved (Families and Solidarity).

Presence of an evaluation and transparency culture

- The evolution of the third sector structure increasingly depends on a better methodological approach. The existence of project documentation information tools, which are mainly designed to monitor results, are an example. Users' monitoring or follow-up activities as well as outcome assessment activities have been carried out (Home-based physical activity for the elderly; Due piste per la coca / Two lines of cocaine). In other cases, information has been used for evaluation purposes through a regular monitoring and sharing of specific outcomes in a specific organizational learning perspective (Seniors and children together, Punto d'incontro San Giovanni).
- The transparency of results has been assured through the use of social accountability tools, such as the Social Report, by the organization sponsoring the project, (Provincial Authority of Rimini for the Italian Union of the Blind, Caffè San Biagio), or the development of a Service Charter achieved through the formalization of evaluation results (Networked Seniors, Due piste per la coca).

Project continuity

- The continuity of project activities beyond the end of the project has been assured in articulated and complementary ways. The analysis of results has often produced work redesign/adjustment of activities in order to be extended to different users or transferring them to other communities. The enlargement process of sectors of intervention or utilities has also resulted into a differentiation in terms of expertise, of the volunteers involved and the development of practices that have allowed to outline the development pathways. Training and coaching are, on the one hand, a way to ensure the transfer and replicability of tested actions and, on the other, a method for the pooling of resources and use of their potential. This is especially true with reference to the service renewal (Growing little mediators, SMS, Families and Solidarity) or institutionalization processes (MoU Piacenza, SIIL, WEEE in prison).

4.1.3 Ability to produce environmental value

Conservation of environmental capital

- Environmentally-friendly operational activities have been designed, to save environmental resources and to reduce the environmental impact, such as the start-up of equipment

recovery business activities (WEEE in prison), waste sorting and installation of district heating systems (Seniors and children together) and building in compliance with very strict environmental, energy and safety standards (Hygeia).

4.1.4 Ability to produce institutional strengthening

Strengthening of horizontal subsidiarity

- The ability to influence local policies is found, for example, in the dissemination of a new public/private partnership model (SIIL, WEEE in prison), or through a significant change in the institutional culture (Solidarity and Families, Growing little mediators). In many cases, the project has further strengthened a relationship, based on trust and collaboration with institutions (Seniors and children together).
- In some cases there has been recognition of the value of the project by local institutions, on multiple levels, through the acknowledgement of a higher degree of legitimacy and confidence in the stakeholders and activities of the partnership and subject by institutions (Provincial Authority of Rimini for the Italian Union of the Blind, Gruppo Bouquet, Memorandum of Understanding, Piacenza), or legitimisation of the various issues that have been addressed (SMS). In other cases there has been a real collaboration and positive synergy with institutions (Hygeia, Due piste per la coca), also supported by the refinancing of the project (Circoscrizioninsieme) or the signing of memoranda of understanding (Networked Seniors, WEEE in prison, Growing little mediators). Finally, this recognition has often materialized in the achievement of operating results by those involved in the development of local activities, by integrating the project into the local range of services (SIIL, Home-based Physical activity for the elderly, SMS, Punto d'incontro San Giovanni, Caffè San Biagio).
- Replication of activities (or part thereof) in other projects concerning the same area of intervention of neighbouring territories. This occurred, for example, in the extension of the model to other local districts as a result of a first trial (SIIL, WEEE, Memorandum of Understanding Piacenza, Home-based Physical activity for the elderly, Families and Solidarity, Punto di incontro/ Meeting point) or "spin-offs" in other neighbouring territories (Caffè San Biagio).

Intra-institutional and inter-institutional strengthening

- There has been a frequent development of awareness-raising, knowledge, sharing of visions and collaboration practices with respect to the scope of intervention, within a single institution or between different institutions (Home-based Physical activity for the elderly, Hygeia, Punto d'incontro San Giovanni, Memorandum of Understanding Piacenza). In some cases, in the course of the project there has been a mutual understanding of objectives and organizational models and a necessary contamination of work styles (SIIL, WEEE in prison, Growing little mediators).

4.1.5 Ability to produce economic value

Promotion of social entrepreneurship

- New forms of social entrepreneurship have been created (Gruppo Bouquet, Growing little

mediators) or already existing activities have been further developed and strengthened, for example, through the diversification of the original activities (Provincial Authority of Rimini for the Italian Union of the Blind, SIIL, Gruppo Bouquet, Punto d'incontro San Giovanni, Hygeia); Human resources involved in the various organizations have been enhanced (SIIL, WEEE in prison, the Memorandum of Understanding, Piacenza Province of Rimini for the Italian Blind Union, Seniors and children together, Gruppo Bouquet), and more generally with a greater economic benefit for partners (Gruppo Bouquet).

Resource allocation

- Some projects are totally self-sufficient with respect to public financing: different competitive services are available on the market, offering a high level of quality at competitive prices (Gruppo Bouquet, Provincial Authority of Rimini for the Italian Union of the Blind, Seniors and children together in prison WEEE). Others are well structured, ranging from a total dependence on the public sector to a diversification of funding sources, or at least finding a balance between public and private financing (Growing little mediators). Finally, some projects are supported by private funds, in particular, the contribution by the foundations (Networked Seniors, SMS).
- Allocation of different non-economic resources, including volunteers' fundamental contribution and expertise (Gruppo Bouquet, Growing little mediators, Due piste per la coca, Networked Seniors, Punto d'incontro San Giovanni) or unpaid work provided by a few employees (MoU Piacenza, Caffè San Biagio).
- Another key aspect is the free-of-charge and reciprocal allocation/acquisition, to/from other organizations and resources, such as the exchange of equipment and premises. More specifically, unused facilities have been refurbished (Circoscrizioninsieme), a few premises have used the loan for local use (SIIL, Gruppo Bouquet) or, finally, logistical and operational facilities have been made available by other project partners (such as the social centers for the elderly, Networked seniors and Caffè San Biagio) and supporters of the project subject to external partnership (such as the rectory for Punto d'incontro San Giovanni, or sharing common facilities with Hygeia). Furthermore, projects often represent an "extension" of the activity carried out by ordinary people involved in the partnership, who have made the whole system available, including facilities, skills, resources, mostly already in their possession.
- Finally, it should be noted that most of the projects translate into a saving of resources for the public sector, generated by work integration employment schemes for "disadvantaged" people (SIIL, WEEE in prison, Piacenza MoU) or the potential reduction of spending on the regional health system (Home-based Physical activity for the elderly, Punto di incontro projects).

4.2. Generative mechanisms

4.2.1 *Intrinsic motivation and identity*

Values, intended from an anthropological point of view, are the key elements in the process of establishing a group identity and culture. This is even more significant for key actors working in the social field: both for an organization as a whole and for its individual members.

As a matter of fact, these principles serve as a constant point of reference both in terms of the decision-making processes and individual behaviours.

On the one hand, they inform and characterize the specific actions and contribute to the definition of necessary organizational processes and, on the other hand, they develop a sense of belonging, through a system of definition and attribution of meaning and meanings, even of a symbolic in nature. Sense and meaning are continually redefined and reinforced by exchanges between the players of that social body.

The third sector owes much to its values, social bonds and networks that connect individuals with each other, to shared motivations and sense of social identity, which allows it to control its community by enhancing its resources.

Values guide and modulate individuals' behaviours, making them consistent with their broader mission, contribute to outline visions of reality, develop solutions to meet existing needs, disseminate and enhance people's motivation.

In general, this mechanism has influenced the following elements across the various projects:

- a) The manner in which the organization has been conceived
- b) The vision of the world ("Weltanschauung")
- c) The way in which individuals reach the definition of what and how it should be done
- d) The notion of time (past, present and future)
- e) The nature of interpersonal relationships and norms of behaviour among stakeholders
- f) The concept of relations
- g) The concept of skills and working methods.

More specifically:

- An important role has been played by individual members in terms of their ability to set concrete examples of those values, through their behaviours, to know how to transfer them to younger members and consolidate the group around those reference values, thus ensuring the continuity of their Association (SIIL, Networked Seniors).
- The transfer of values to younger or new members of the association is often entrusted to the example of older volunteers. These dynamics between older/younger people enable the slow process of external adjustment and internal integration, through the exchange of those elements that develop, strengthen or change the cultures of groups and organizations and at the same time define the participation rules: identification of problems, different cultural backgrounds and levels, individual and collective visions of reality, etc. (Networked Seniors, SIIL).
- Values play a major role in problem-solving. Yet, these responses change over time, in compliance with new emerging needs or facts. Values, such as participation, accountability,

information, are not only an integral part of this process, but also facilitate the evolution of structures. In addition to defining and guiding organization management, values and principles are, in turn, subject to the evolution and enrichment of meaning. They do not only evolve and adjust to the external changing social and economic context, but also to the regulatory changes that may affect them. They dialectically define both the external stakeholder-system relationship, but also internally, the distance-participation relationship (SIIL).

- The value representativeness sometimes depends on the personal charisma or the ability of a single individual who is able to turn project ideas into actions, attitudes and choices, in accordance with his own values and beliefs (Punto d'incontro San Giovanni).
- The ways in which the sense of belonging is experienced may be heterogeneous but they have a profound effect on workers' motivation. This is often the case, regardless of specific actions addressed to motivational development as they might be intended by for-profit organizations. The selection and inclusion of new members occur through highly formalised participatory and aggregation mechanisms: i.e. the social value of activities, the opportunity to participate in strategic decisions, distributive and procedural fairness, accountability, in relation to other people's skills and responsibilities (Networked Seniors, WEEE in prison).
- Culture plays a key role when external adjustment and internal integration issues require a major change. Any change is much easier to implement if it is in accord with the culture shared by that group and, conversely, it is much more difficult to achieve if it is at odds with the current culture. Understanding one's own and other people's culture may indeed open up new horizons towards innovation and thus change some of their views also through the inclusion of new members, carriers of new external cultures and skills (SIIL, WEEE in prison, Caffé San Biagio , Gruppo Bouquet).

4.2.2 Civic Entrepreneurship

In general, Civic Entrepreneurship refers to an innovative business formula, which is mainly engaged in pursuing social objectives, bringing about an improvement for a disadvantaged social group or for the welfare of the local, national or global community, rather than implementing any profit-making actions and activities. It should be pointed out that civic entrepreneurship does not reject profit, even though it is not its main goal or efficiency criterion.

The following Civic Entrepreneurship prerequisites should be mentioned:

- intend to play a creative problem-solving role in the service of the community;
- identify and undertake courageous initiatives to solve problems;
- adopt a strategy that envisages a circular cumulative (innovation, adjustment, learning) process;
- act at any time without feeling limited by the available resources;
- be accountable for its actions in a transparent manner to the various stakeholders involved (Dees J.G., 2001).

It is, therefore, clear that management models, entrepreneurial and managerial roles are strongly supported by the people and relationship-oriented cultures. The main goals that are typically pursued

by social entrepreneurship are: the improvement of living standards; the design of new products and services; the promotion of active citizenship and participation in decision-making at all levels; development of democratic processes; integration of newcomers, marginal groups, immigrants and vulnerable population groups; development of intercultural competences; creation of wealth; reinvestment and investment generation; image enhancement of the local areas.

More specifically:

- Civic Entrepreneurship expresses an elective capacity in risk-taking, it is supported by ideals, creativeness and optimism. It is capable of exploring new paths and hidden resources by identifying, creating and exploiting innovative ideas and finding creative solutions to various problems (Gruppo Bouquet).
- Innovative tools and typical market methods have been used to solve important and urgent social problems, leaving a positive sign in the social context as a whole. Specific actions have been undertaken in those areas where traditional market approaches and public support facilities for the allocation of resources and responsibilities are no longer responsive. Actions have often been launched starting from limited resources and powers, without any important hierarchical positions, but by exploiting their innovative thinking, enthusiasm and passion, promoters have managed to achieve the goals that had been set (SIIL, Punto d'incontro San Giovanni).
- The initial ideal thrust allows promoters to envision a development path, which others could not see, to set the final goals even before starting. Social entrepreneurship turns problems into opportunities. It is not just a matter of ideas, but to know how to implement them using a synergistic approach, differentiating organizational levels and patterns in relation to different users and integrating them with each other (Home-based Physical activity for the elderly, Provincial Authority of Rimini for the Italian Union of the Blind, Hygeia, Seniors and children together).
- The management is permeated by a strong entrepreneurial attitude: they do not only invent and implement an innovative idea, but they implement and accomplish it successfully, they analyse its market feasibility and the positive impact that it will have on the local community (Circoscrizioninsieme, Seniors and children together).
- One of the most typical characteristics of Civic Entrepreneurship is building social networking and mobile communications processes. This gives rise to strongly interacting roles and visions, not only at and intra-organizational but also at an inter-organizational level, within that system. This creates a greater local governance capability (Circoscrizioneinsieme).

4.2.3 Vision, knowledge and learning systems

Over the past few years, the development paths of individual associations have led to more structured learning processes designed, on the one hand, to develop and standardize skills and, on the other hand, to strengthen internal values according to changes occurring in the external environment. The increased capacity of individuals and groups played a key role in raising the efficiency levels of services provided. These processes have often been accompanied by the development of specific methodologies consistent with cultural choices. All this could not be separated from the way in which projects were managed. The management of innovative methods and attention to both formal and informal collective learning phenomena have often been supported by the use of specialized resources. They have thus led to a more structured project management and to a more careful

monitoring and evaluation process.

More specifically:

- Civic Entrepreneurship expresses an elective capacity in risk-taking, it is supported by ideals, creativeness and optimism. It is capable of exploring new paths and hidden resources by identifying, creating and exploiting innovative ideas and finding creative solutions to various problems (Gruppo Bouquet).
- The methods used are the result of theoretical approaches whose origins are to be found in the concepts of participation, enhancement of existing resources, active involvement. This cultural paradigm tends to facilitate the definition of evolutionary processes of competence for both individuals and groups belonging to a given context, showing them the way of what should be done to achieve concrete results (Families and Solidarity, SMS).
- The skills, such as visions and tools, stem from the culture of the communities that generate and use them. With regard to skills, reference is always made to “dialogue” and conversation. A conversation in which what is stable and recognized gives way to a more vague concept, which in turn generates new knowledge and new identities. The knowledge and practice building process within a community always results from these differences that coexist and are integrated into one another (Families and Solidarity, SMS).
- Highly structured processes and well-established methodologies as well as formal and informal learning levels have been put in place. It is important to point out that new models to read and interpret reality often emerge from the encounter between the members of a community, in different places and through exchange of ideas, even on a daily basis. It is therefore easy to understand the usefulness and interest in the mutual recognition of a practice or know-how (Families and Solidarity, SMS, Networked Seniors).
- To enable new models to produce more knowledge, they must go through practices and reflections. The world of institutions, social partners, stakeholders that substantially contribute to generate practices and feed knowledge models and, in so doing, they become the driving force that will lead to the implementation of the new knowledge that has been developed. A circular movement between knowledge and activities, work and training has been triggered off and has emerged as a natural paradigm deriving from the relational dimension between players, shaping new roles or new of organization approaches (WEEE in prison, Growing little mediators, Networked Seniors, Gruppo Bouquet).
- Innovation is generated through the recognition processes of the knowledge and practices shared by a community, especially if these practices are placed in a temporal discontinuity. The same recognition pathway, which often entails resistance and fear, becomes a shared value. It has been important to recognise that what is not common can be enhanced and what is regarded as a unique and special experience can be capitalised on and disseminated (Families and Solidarity).
- The ability to learn why contributing to educating one's own context is specific to the learning process within and a more complex organizations, social systems, public institutions and community organizations. The same is true for the interplay between the knowledge and practices generated within a specific community. But behind all this, there is a set of shared values that define the cultural specificity of that community of practice (SMS, Home-based Physical activity for the elderly).
- Making reference to transfer and especially new relationships between different systems in local context requires vision and skills to make those relationships possible. Yet, if practices

and tools can be easily taught, excellent examples going far beyond the specific reality and problem-solving behaviors are the only valid tools to disseminate values (SMS, Home-based Physical activity for the elderly).

- Training activities that have developed in the framework of individual projects have always referred to two distinct "social places", to two inseparable dimensions. On the one hand, a focus to the self "as a group" and, on the other hand, a focus to the self "as an institution." Hence, the potential ability and the learning social system of the group have been the focus of attention rather than the disciplinary contents. In other words, the disciplinary apparatus, as well as methodologies, have been at the service of the collective discovery and development process. This means recognizing learning as a recursive process between what is known and consolidated and what is new, opening up further knowledge opportunities; between knowledge provided by other people and imbalances in one's own ways of thinking, looking at things and behaving, between role visions and fixed decision-making and risk-taking approaches in intuitively undertaking attractive change processes (Seniors and children together, Caffé San Biagio, Families and solidarity).

4.2.4 Subsidiary approach in public administration

The subsidiarity principle is explicitly mentioned in the Constitution with reference to administrative functions (Article 118) and to the exercise of the substitutive power of the State (Article 120). The subsidiarity principle can be interpreted in two ways:

- Vertically, it concerns the division of powers between the central Government and peripheral agencies; the proximity rule currently prevails, whereby the "lowest" level of government should act first, being closer to citizens and to their needs;
- Horizontally, it concerns the relations between public authorities and social organizations. Citizens, both individually and through intermediary bodies, should be able to co-operate with institutions to define actions at the proximity level, so that it will have an impact on their social reality.

Basically, an "effective synergy" between the social body and the State is established: on one hand, local authorities are autonomously organized in accordance with their cultural patterns, and on the other hand, the central State can act in favour of innovation and improvement of services, thanks to a more accurate locally rooted governance, ensuring visibility, social reputation, continuity of action and evaluation of accomplished results. In general terms, with respect to the subsidiarity mechanism, a few common elements have been identified:

- Public institutions have a trust-based relationship with third sector organisations, which autonomously design projects, in compliance with the guidelines set by the public sector; they support local networks involving other organizations in virtuous partnerships; they know how to interact with and pool together different human and economic resources; finally, they constantly monitor needs, plan and co-design their interventions, assess the impact of their activities and demonstrate efficiency and transparency in resource management;
- Public decision-making processes are inspired by the culture of sharing to ensure a proper contribution to cater for people's needs and demands.

More specifically:

- The recognition of the "advocacy" role, representing people's needs and protection of the common good, is assured by the third sector, at the local level. The design and development of solutions are recognized and formalized by the public sector according to different degrees and levels of institutional procedures, also envisaging a gradually growing direct involvement of local stakeholders. Actions may range from the delegated management model to direct participation in the needs analysis and action re-design processes. Public-private partnerships are set up to address problems, to meet people's needs, according to a close co-operation approach, resulting in a sort of mutual strengthening loop between social stakeholders and public authorities. They need each other, they cannot do without one another (SIIL, Due piste per la coca / Two lines of cocaine, home-based physical activity, Provincial Authority of Rimini for the Italian Union of the Blind, Caffè San Biagio).
- Subsidiarity has been expressed in an innovative way, by overcoming the old paradigm, whereby roles, responsibilities and powers between the third sector and public institutions were often separated and juxtaposed. According to the subsidiarity mechanism, even agreements entered into with the public authorities have to respect the autonomy and flexibility of the voluntary sector, so that the delegation and co-design principles may go hand

in hand (Circoscrizioninsieme, SMS).

- Horizontal subsidiarity promotes a strongly innovative citizenship vision, whereby the "power of initiative" on issues related to the "common goods" and therefore to the public interest is no longer the exclusive prerogative of government, but it also belongs to the citizens. Hence, first of all, citizens have agreed on a model of society, development and well-being on which public institutions have taken the responsibility to put forward proposals and to coordinate them. In this subsidiarity development scenario, the role played by the third sector is strengthened, especially in terms of its educational and awareness raising value, its role in supporting solidarity and rallying citizens to exert their "sovereign" power, i.e. to participate. Subsidiarity allows and facilitates the cultural fusion between the different stakeholders, influencing organizational and management choices (Memorandum of Understanding Piacenza, Hygeia, Growing little mediators).

4.2.5 Participation and governance

Citizens' participation in democratic life is a principle that stems directly from the right of popular sovereignty and citizenship, reaffirmed by national and European regulations. They support the direct participation of citizens and ensure maximum transparency in communications between government and citizens. Participating actively and responsibly in the life of a community means to own a culture that knows how to creatively validate and integrate and to attribute value to the different points of view by virtue of the construction of a civil society. Hence, active participation implies the individuals' ability to relate with others, to make responsible choices and to be able to handle different opinions. The issue of citizens' involvement in the dialogue with experts, social stakeholders and institutions is one of the new key elements regarding the development of the community as a whole. Projects have used different forms of activities related to the concept of active participation, especially concerning complex decision-making and management. At the same time, various forms of involvement have been investigated, representing a stimulus for the various levels of institutional responsibility with reference to a given problem and, more generally, new governance approaches to innovation processes and the mediation of potential conflicts, which are expected to occur with increasing frequency around these, have been analysed and implemented. Consultation and dialogue between citizens, experts and stakeholders are particularly effective depending on the time when they occur. The best result, in terms of listening and decision-making process, is obtained during the public policy designing stage, when the information obtained from citizens and from various social stakeholders involved may have considerable weight in the decision making process in the political arena.

More specifically:

- Listening and dialogue have increased the legitimacy of public decision-makers in the management of complex decisions that have a strong impact on local communities. An effective dialogue practice management has allowed to gather suggestions, concerns, remarks and to broaden the specific thematic horizons to better understand interests and motivations of all the stakeholders involved and also to control possible emerging conflicts. Thus the decision-making processes have been enriched and enhanced, taking into account the needs but also the responsibilities of all those stakeholders who were more directly involved (Punto di incontro San Giovanni, Growing little mediators.)

- Participation practices have not replaced the usual decision-making processes involving decision-makers. They should rather be regarded as complementary tools that can be used at certain times and for certain specific issues. They provide open listening and constructive debate opportunities to collect and disseminate information and considerations that would otherwise be difficult to obtain by other means (Home-based Physical activity for the elderly).
- The watershed line between technical issues related to the definition and management of socio-economic issues and services has become increasingly blurred. Hence, the necessary interaction management has required the involvement of citizens, experts and stakeholders, through listening and discussions procedures that have enriched the shaping of public policies. The promotion of participatory forms of debate has been one of the tools that have been used to improve decision-making and the emergence of innovations, by introducing new forms of democracy (WEEE in prison, Circostrizioninsieme).
- Participatory planning is a form of designing that involves associations and takes into account multiple points of view in order to create the best possible solution in terms of plans, projects and strategies; hence, it is essential to interact with other competencies, capabilities and experiences. Participatory planning is also an educational process. By working together it allows different people to know each other better and to understand each others' problems. Everything contributes to the development of a sense of belonging, namely to the construction of the concept of "community" (Families and solidarity, SMS, Growing little mediators).
- Participatory planning is designed not only by designers but also by the synergy with all the other stakeholders, experts and people to whom it is addressed. Therefore, participation indicates an active and socially visible contribution to planning by those who are bound to become the project users (Caffè San Biagio).
- Innovation was driven by new (and more efficient) governance models and management interventions. They have provided both a better adequacy (with respect to the needs expressed) and effectiveness (against the expected results), precisely because of the enlargement of the social base of decision-making processes to the wider stakeholders' community. The governance concept has involved a new management style of reference systems, characterized by a greater co-operation and interaction of institutional and non-institutional stakeholders, within the framework of mixed decision-making public/private partnerships. This approach has led to the adoption of participatory planning, management and evaluation strategies. "The guarantee of good governance lies in the way in which the so-called property or ownership issue is managed by the project". In other words, the guarantee that social actions allow to achieve the expected results and to meet the expressed needs depends on the degree of stakeholder inclusion allowed by the project, first of all in the needs expression activities and in the forecasting strategies and results (Networked Seniors, SMS, Growing little mediators).

4.2.6 Network quality and generation of relational goods

A relational product is a real and indivisible product. It is not conceivable as the sum of individual goods, but it is a whole that consists of goods and services made of human social relations, which can be obtained and enjoyed only by those who are actively involved in them. A relational product is a "good", intended in the sense of a reality that is external to individuals, even though it has been generated by them, which satisfies human primary and secondary relational needs. As such, it is the emerging and innovative property of social contexts based on the value of sharing. In these contexts, both the structural elements and the relational models work in synergy on the basis of the reciprocity principle. (Donati, 1986; Gui, 2005). One of the characteristics of the relational good is that it becomes "fully" asserted only if the reciprocity principle is "fully" and unconditionally operational, that is according to a principle of total involvement of the subject, unlike other social fields or spheres. Furthermore, a relational good is based on a kind of social relations arising from or supported by cohesive groups whose members are bound together in a strong and durable relationship and who are therefore expected to act in accordance with the principles of group solidarity. (Uhlener, 1989)

The key feature of relational goods is that they require a voluntary form of sharing as a necessary but not sufficient condition. It becomes sufficient to the extent to which full reciprocity is achieved. Relational goods are also an expression of a widespread sense of obligation toward others, and of the opportunity to access social support networks, beyond affective ties or other bonds linked to specific roles. But what makes them even more significant is the willingness to give to others. Relational goods are nurtured by an increase in the number of stakeholders interested in developing mutual relations and networks through the growth of the intensity of interpersonal relationships. This concept is part of a new broader paradigm that can be defined as "emerging capital", namely those new forms of capital that can be distinguished from the traditional ones, "where the physical and material nature of resources play a major role".

In this sense, human capital can be defined as "a general category within which more specific forms of capital, such as intellectual, cultural and social capital can merge." Once again, a multidimensional concept enters into play that includes sociological, economic and anthropological elements. It is characterized by:

- civic engagement or civiness, namely the "civic virtues" that contribute to the recognition and the pursuit of the public good, even at the expense of individual and private interests;
- feelings of trust that people show towards each other and that promote or support social cohesion, intended not as the absence of conflict, but as a solidarity based on respect for other people's' opinions;
- commonly shared norms, on the part of its members;
- the association fabric, connecting individuals to each other, and giving rise to a real social network of relationships that constitute the "fabric" of civil society;
- the concept of partnership going beyond the simple implementation of deliverables/services and leading to relations based on sharing and integration of values and cultures.

More specifically:

- The concept of relational goods is a situational and dynamic concept. It does not therefore refer to a specific "object", which cannot be squeezed into a rigid definition frame, but must be interpreted, on a case-by-case situation, in relation to stakeholders, the goals that are pursued and the context in which they act. It is the result of a dynamic interaction process: it is created, maintained and destroyed. It, therefore, requires investment only when it is used for any shared purpose and it evolves over time (SIIL; Gruppo Bouquet, Circostruzioninsieme, Networked Seniors, Memorandum of Understanding Piacenza).
- "The strength of weak ties" is a (probably linear) combination of the amount of time, emotional intensity, the degree of intimacy (mutual trust) and the reciprocal services that characterize the bond itself (Sacco, Vanin, 2002). The interaction with stakeholders, with whom weak ties exist, has a full information potential and it is much higher than the interaction with stakeholders with whom much deeper bonds have been established. Individuals are inclined to use their own interpersonal relational networks and to build and maintain relationships needed to achieve their goals. Relational goods are all the more real and satisfying as they are capable of meeting needs and at the same time generating feelings and ensuring a more lasting satisfaction because they are not subject to monetization (Home-based Physical activity for the elderly, Seniors and children together).
- Social capital is manifested through a particular form defined by literature as "*bridging social capital*", namely through the strengthening of horizontal ties within heterogeneous groups of people, linking different social, economic and cultural backgrounds. These contacts are often characterized by the exchange of knowledge, practices, motivations that lead to change and to the adoption of new and shared behaviours (WEEE in prison).

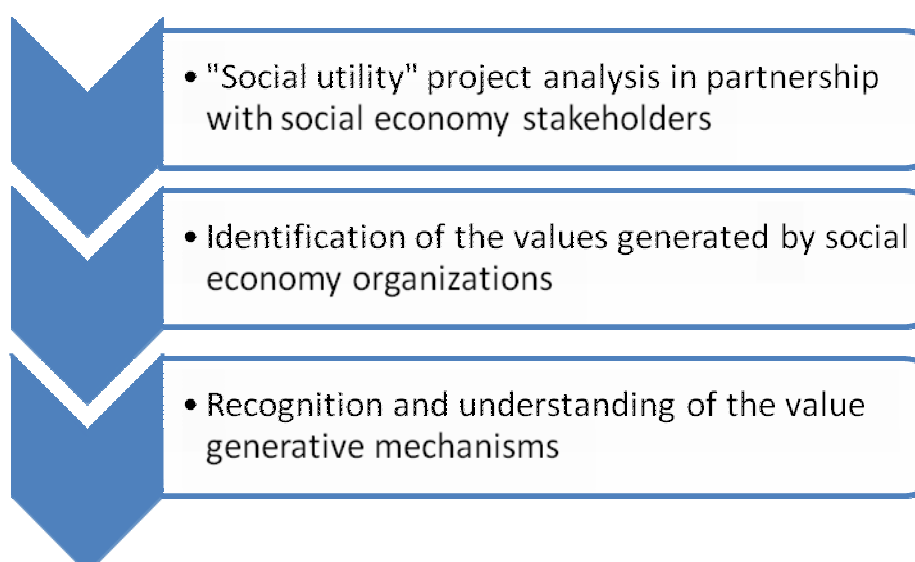
5 - CONCLUDING REMARKS

5.1 REFLECTIONS AND PROSPECTS OF WELFARE POLICIES

One of the goals pursued by this research work is the designing of guidelines to support social policies to strengthen the capacity of third sector organizations to generate innovation and social cohesion and to produce value for the communities they belong to.

In this respect, the remarks that are going to be illustrated here below are the outcome of a process that has been developed in the following phases:

- "Social utility" project analysis in partnership with social economy stakeholders (Chapter 3);
- Identification of the values generated by social economy organizations (chapters 3-4);
- Recognition and understanding of the value generative mechanisms (Chapter 4).



This process is primarily based on the idea (which has informed the entire course of study), that an effective response to evolving needs, also linked to the ongoing economic crisis that has produced new forms of poverty, can be found in a new public-third sector partnership. In such a new configuration the production of social services of general interest should occur in synergy between public institutions and civil society resources, i.e. social economy organizations.

This report was not, therefore, intended to provide a mere list of best practices, but rather to identify and adopt a new working method allowing to outline effective and innovative guidelines for the planning of economic and social development policies.

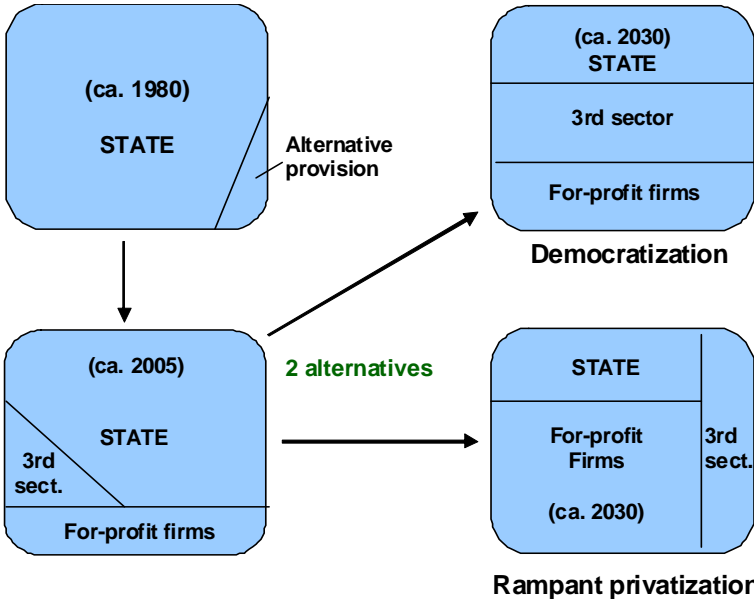
Hence, the case studies that have been collected here can be taken into account as an area of research, which starts from the outcomes that have been achieved in view of the definition and dissemination of institutional solutions, action models and innovative organizational practices.

The conclusive remarks contained in this chapter are an integral part of this area of research, although far from providing a comprehensive overview, but rather indicating a few guidelines useful for the interpretation of the research findings. Before illustrating these considerations, a few background elements related to the crisis and transformation of the welfare system will be outlined.

Crisis and transformation of the welfare model

The social policy definition refers to the more general theme of the welfare model within which these policies must be implemented. This issue is particularly relevant in relation to the welfare crisis currently taking place particularly in continental European countries (see Chapter One) and the subsequent choice of a model by advanced societies due to the crisis they are confronted with. The choice in question, in our opinion, can be effectively represented by the following figure, related to the evolution of the Swedish welfare system (Pestoff, 2005)²³:

Fig. 1 – Possible ways of development of the Welfare State (Alternative 1 and 2)



²³ Pestoff, V. (2005) *Beyond the Market and State. Civil Democracy and Social Enterprises in a Welfare Society*, Aldershot, UK and Brookfield, NJ.

The type of alternative that lies ahead in 2030 will be characterized by:

- a. a *Welfare pluralism*, characterized by a high level of economic democracy, in which the *non-profit (or Third Sector)* organizations will acquire a more important role, as an alternative to public or *private for-profit* organizations;
- b. *an extreme privatization*, characterized by a greater presence of *private for-profit* organizations that will tend to replace the role previously played by the State, without changing the complementary role played by the Third Sector.

The remarks concerning this model, which highlight the substantial public spending cuts in welfare services, can be usefully applied to the Italian system. The latter is characterized by a large public debt and by a population growth bound to produce a significant stress on the social security system. In particular, in Italy, two distinct levels of welfare might be envisaged: the first one is characterized by so-called LEA (*livelli essenziali di assistenza*) i.e. minimum healthcare provision by the public welfare sector; and the second level concerns all the services that the public welfare sector will not directly be able to provide or finance; the provision of these welfare and healthcare services will be guaranteed by private, whether for profit or non-profit, entities. Further similarities with the Swedish model can be found with reference to the residual current position of third sector organizations, both with regard to the incidence of total welfare services provided and to the relationship with the public administration, mostly characterized by outsourcing services envisaging a new role of social economy organizations in replacing the public sector.

With reference to for-profit private enterprises, at present in Italy, they do not play a central role in the delivery of public services. Yet, there is a clear trend to occupy more profitable welfare spaces, made available by the public sector (for example, in the field of health insurance, supplementary pension schemes). Hence, if the proposed model were applied to our country, the need would emerge for a clear choice between available options (*Welfare pluralism/extreme privatization*), since the future configuration of the welfare system largely depends on present trends and decisions. The interpretation considerations about the research findings in terms of social policies can usefully be located in the context that has been outlined. In particular, these considerations are in favour of the *Welfare pluralism* model, characterized by a high level of economic democracy.

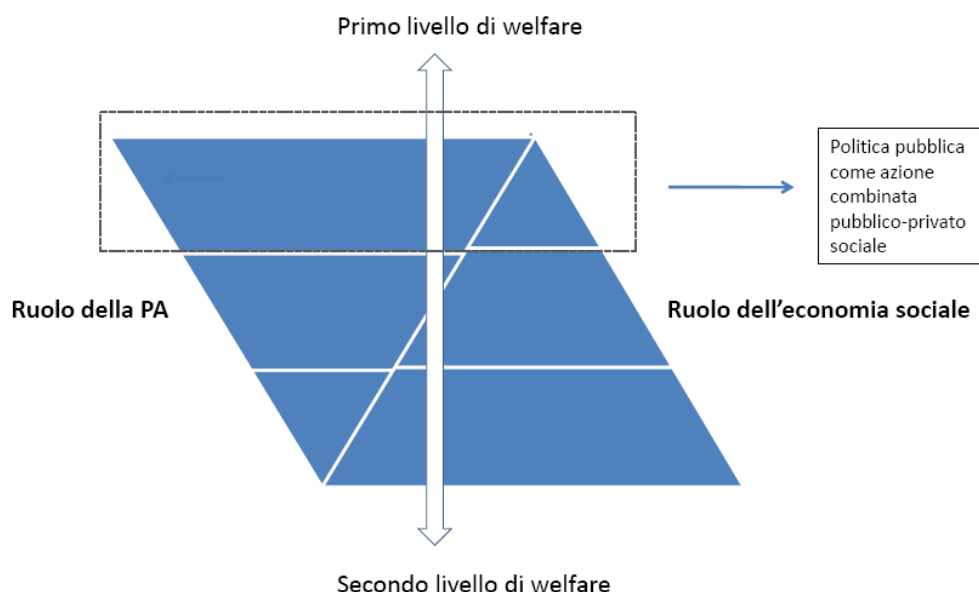
Policies as combined public/third sector actions

One of the first elements that emerges from the case study analysis is the presence of public policies as combined actions between public and third sector. In other words, it shows that the cases under study, selected on the basis of their ability to produce added value and social innovation, are characterized by a production/reproduction of public goods and services deriving from a synergy between public institutions and resources available within the civil society, structured as social economy organizations. This synergy has been implemented both at the planning and programming level of interventions and at the management level. It should also be noted that the ways in which partnerships have been created show a few differences on a case-by-case basis.

In general, it is possible to represent public policies as the result of (a variable) combination between the contributions by the public and third sector organizations in the provision of services of general interest, in which their *joint participation* is an essential

and irreplaceable prerequisite of quality (see fig. 2).

Fig. 2 – Public Policy as a combined public/third sector action



Source: Aiccon Research 2010

First level of welfare

Second level of welfare

Public authorities role

Social economy role

Public Policy as a combined public/third sector action

Figure 2 shows how the combined action of public and third sector organizations leads to a greater presence of the public sector in the production of goods at the first level of welfare services, namely, basic services (i.e. the basic health care and education services). These services are typically characterized, in terms of organization, by established modes of delivery and higher levels of standardization.

A more important role is played by the third sector at the second level of welfare. At this level, the most advanced welfare services are provided, characterized by a greater segmentation and differentiation. Consequently, this requires social economy organizations to be able to produce social innovation, efficient and flexible solutions. At both levels of welfare, the role played by the public sector is not only irreplaceable, but decisive in the provision of public utility services. In particular, it can be observed that the social innovation and social cohesion capacity of the social economy organizations is by its very nature localized, namely it has its positive effects in the local community in which these organizations work and from which they draw the material and immaterial resources to assure continuity to their actions. The contribution by the public sector appears to be essential to further support and nurture the social innovation that has been generated and to transfer it to a broader level (municipal, provincial, regional) and thus enable it to assume the character of universalistic public utility services. Indeed, this role may be played in various ways and with different levels of use of resources. It should be noted that public authorities, which are often overloaded with

tasks and responsibilities, play a softer role with respect to innovative public services, compared to the "traditional" public services (with reference to the Welfare State model, as direct provider). For example, public authorities can provide an-ex post recognition to the value of services offered by social economy organization within the area of competence, or capitalising on society resources used to create new public policies. They often play an effective coordination role with reference to these resources and they assure guarantee and control of governance processes.

At the same time, the role played by social economy organizations is not replaceable by other providers, in these organizations are able to offer a unique added value in all types of interactions with the public sector.

First of all, the awareness and proximity to the local needs should be highlighted. The case study analysis shows that the identification of new needs is a natural result of the activities that are carried out by third sector organizations.

Working with people with specific social needs on a daily basis places voluntary organizations in the best condition to seize the multifaceted transformation processes of these needs, provided that their actions are driven by motivation and by a shared value system. This enables them to acquire localized tacit knowledge, which is one of the most important intangible resources for the effective provision of welfare goods.

The ability by third sector organizations to act within a community dimension, which is characterized by the quality of intra- and inter-organizational relationships, guarantees a response to emerging needs, through the use of locally available tangible and intangible resources. It also allows them to identify significant emerging social welfare needs and to respond to them. Social entrepreneurship developed by third sector organizations allows these resources to be effectively combined and to be channelled towards the provision of socially innovative services.

Supplemental, rather than replaceable policies

As previously outlined (see chapter one), changing needs have led to the development of new needs that are not always easily defined, alongside traditional needs. Case studies show that the initiatives developed through various forms of public/private partnerships are often placed in a sort of "grey area" resulting from the gap between the needs that are catered for by conventional services and the broader set of needs that characterize our historical phase. In other words, not only an adjustment of existing services to changing needs can be observed, but also the introduction of new services aimed to satisfy the needs that are still unmet. Therefore, in general, public/private partnership policies prove to be able not only to make public services, which are historically provided through the welfare state model, more efficient and effective, but also to identify and deliver services in new and additional fields.

In order to a lot unlock the full potential of these policies, it would however be necessary that the public sector played a role as facilitator and enabler of social innovation processes.

As a matter of fact, in a dynamic and changing social context as the present one and, where the production of innovative services is crucial to maintaining the public sphere linked to social change, it is necessary to promote those initiatives that foster local co-operation.

To ensure the existence of these as well as other conditions (and even before recognizing the conditions necessary in each specific situation) public authorities should learn to interact with the local community stakeholders in a different way from that to which they were accustomed; it means that they have to switch to a new role as "enablers" (Balducci, 2000), namely to become a potential reference point for a whole complex range of stakeholders to be involved in designing a new

framework in which roles and functions cannot be predefined. In fact, while this facilitating role could hardly be played by any other subject, the allocation of responsibilities for the provision of new services will be one of the most important results of this design process. Hence, direct operational responsibilities may therefore be assigned either to social stakeholders and to institutional stakeholders.

The uncertainty with respect to the content of these new services, through which the public sphere could be enriched, requires a broad and open spectrum of possible resources and talents that society, in its entirety, is able to mobilize, doing away with any certainty about their use in the new services. However, as demonstrated by empirical evidence, one thing is certain, namely that these types of creative processes, which have autonomously been developed by social stakeholders (Rabaiotti, 2000) without any support from local authorities, are sometimes hindered by a series of obstacles, which consist primarily in problems of economic and financial sustainability, difficulties related to technical and organizational consolidation and establishment in the local social and community background. It is therefore up to the public sector to identify the most appropriate and promising areas in which its "enabling" policies and facilitating practices can be implemented (Cottino, 2009), also because it is part of its institutional responsibility to design the reorganization of the public sphere.

Enabling policies

The ability to identify appropriate areas and initiatives then becomes one of the major strategic issues for policy innovation. The in-depth analysis of generative mechanisms contained in this research work fits into this perspective. The observation of initiatives that show the presence of one or a combination of several mechanisms may be a useful signal for the public sector, in view of the identification of those activities undertaken by social economy organizations in which enabling interventions would be appropriate.

Intrinsic motivation and identity	Civic Entrepreneurship	Visions, knowledge, learning systems
Subsidiarity approach by the public sector	Participation and governance	Network quality and generation of relational goods

It should be stressed that understanding those factors, in the policy development process, would be in itself a major cultural innovation in the conception of the public sphere itself. A shift should take place from a public domain, where predetermined skills are applied, to a new research space with new possible synergies, where stakeholders and, more generally, civil society, would also be considered to be able to contribute with its own resources and, in particular, skills and knowledge.

The possibility that such a potential set of resources is actually unlocked and channelled into sustainable actions able to produce social innovation also depends on the public and private entities' ability to change their approach towards the role in the public sphere participation, as well as the welfare system implementation tools. The change in the approach concerns in particular the notion of the social economy role: it should not merely be seen as an additional role (certainly useful, in functional terms, but well below its potential), but rather as an emergency. This implies that the involvement of social economy organizations calls into question all existing relations between civil society and the State. It is not therefore a question of adding further relationships to those already in existence, but to change their nature, in view of a higher level of economic democracy.

One of the main tools, through which the implementation of a system oriented towards an economic and institutional democracy model should be initiated, is the so-called *social quality markets*²⁴.

The notion of social quality services includes a set of welfare goods related to the care of people, domestic help, culture, education, use of environmental resources, use of leisure time in general, socialization needs.

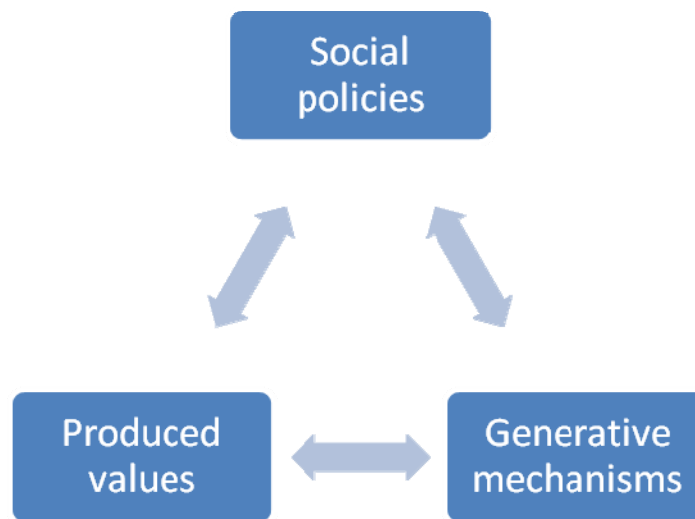
An adequate development of these goods would require public intervention that would not only aim at the direct production but at the strengthening of markets and the creation of new market opportunities through a regulatory, demand and business promotion system. This does not mean that the direct public production, through a new revamped internal motivation and incentive system, should not play a role in the provision of social quality services. The key point is that social quality services require a public intervention aimed at building a market relation system that would be placed on the public basic service provision platform. In other words, a broader regulatory system should be developed, which would encourage the setting up of an entrepreneurial demand/supply system, in order to support the quantitative and qualitative growth of this market.

The setting up and broadening of a pay-as-you-go on-demand service platform is of course the first and most effective way to stimulate an appropriate service supply development, thus creating better conditions for the exploitation of economies of scale and scope. The fact remains, however, that the market regulation should also pave the way towards the setting up and development of enterprises that will adequately compete and overcome the fragmentation that at present leads to high costs and therefore to high prices of social quality services. In this way, citizens-consumers of services might be assisted in their choices and this would lead to maximizing their degree of satisfaction with the quality of the service.

This mechanism would allow a reversal of the paradigm that governs the current welfare system: at present demand is oriented by the supply of welfare goods; vice-versa, in social quality markets, demand-oriented supply would be the case. This would help users in the choice of services with a consequent enhancement of quality in the supply of services.

This paradigmatic reversal is potentially able to lay the foundations for the development of a plural and participated welfare management model. In such a model, the enhancement of the specificity of Social Economy Organizations is a choice consistent with the overall system. In this context, social policies can maximize the production of added value of Social Economy Organisations, using generative mechanisms as effective levers for the definition of a welfare system characterised by a high level of social innovation and social cohesion.

²⁴ Distinct from "*quality social care market*" (or *Quasi-Market*), namely a *welfare* service market that is designed, regulated and managed by public authorities according to political guidelines and principles.



The use of such levers may characterize policies from different points of view. First of all, **policies with greater added value** might be taken into account. These policies are based on a concept of social economy organizations that considers the ability of these organizations to generate both an instrumental value - since they are an important tool to achieve the goals that are considered to be a priority by citing- and an expressive value - by enabling people to express values, identities and motivations that guide their work. This allows to maximize not only the production, economic and financial dimension, but also the cultural, social and institutional dimension of organizations, with particular reference to the production of relational goods. This approach, however, does not rule out the possibility that these organizations can generate savings, but instead to design **policies at a lower cost**. As a matter of fact, the consideration of the activities both from an instrumental and expressive point of view, allows to outline actions and procedures that maximize the capacity of stakeholders to capitalise on community resources, allowing, among other things, to reduce the economic cost in the provision of public utility services. It should be emphasized that these savings occur in those cases where there is greater civil entrepreneurship.

The definition of **enabling policies** is of great importance. It refers to people-oriented activities. The centrality of the person is to be considered a key element both with respect to the definition of civil society as an entity that is entitled to take action in setting social policy priorities, through participatory and governance processes, and in relation to the scope of action, in which organization systems are designed to serve actual people's needs. Whereas, this would not be the case in a standardized welfare model that is conceived to meet theoretical user needs.

ANNEX 1: Interview grid

The interview is addressed to project managers, partners, beneficiaries and donors. It is designed to highlight the elements that characterize the life and development of the project, with reference to both positive externalities produced by the initiative and, in particular, to the ability to produce social, cultural, environmental, institutional and economic value.

For the definition of the starting code book, a key word has been chosen for each one of the previously identified dimensions, around which individual questions have then been asked. A semi-structured interview method has been used to conduct the interview, thus leaving interviewees free to trace back and tell about their experiences along the project path, also following a chronological order of the activities and filling in the information collected into specific boxes at a later stage.

BRIEF PROJECT DESCRIPTION

Focus: actions developed by the project, beneficiaries, processes and organization of the initiative; linking answers to needs (time, dates, people, tools, resources, etc.

- What are the specific activities that have been carried out?
- Who carried out the activities? How?
- How many beneficiaries have been involved in the project? (Individuals, families, etc.)
- How long did the project last?
- How many people have directly been involved in the activities?
- What was their average commitment?
- What are the prevailing characteristics of the people involved (age, education level etc.)
- How did the project meetings take place? How were they managed?
- Have any environmentally-friendly operational methods been adopted?

NEED/CONTEXT

Focus: Birth of the project idea and need/service to satisfy; characterizing conditions and context.

- How did the project come about?
- Who had the idea? Who are the stakeholders who were involved in the project design phase?
- Does the idea stem from another similar project or is it a brand new idea?
- How was the project proposal carried out?
- What were the starting needs? Were they new or already existing needs?
- Had the need already been addressed? If so, in what way did your proposal differ?
- How did the need emerge? Who expressed it?
- Has the need been documented? Has the analysis been formalized?
- What are the key features of the operating context?
- As far as beneficiaries are concerned, how can their characteristics/conditions be described?

- What kind of organisations outside the project (trade associations, user groups, personal relationships) have been decisive for the design of the project?
- Have potential beneficiaries of the project been involved in the design of the project itself?

STAKEHOLDERS AND THEIR RELATIONS

Focus: stakeholders involved and concerned by the project. Intensity and quality of relations between stakeholders and between stakeholders and their context

- Who and how many are the project partners?
- How did this network come about? How and where did you meet/Why did you "choose" to become partners? Were there any previous relationships? If so, or if only partially so, who were the project participants who were already connected by previous relationships?
- How did other participants join the project?
- How were the key stakeholders involved during the design phase and the following management phase of the project (with reference to the most relevant stakeholders within the community and the scope of intervention)?
- What are the main characteristics of the project manager?
- What are the main characteristics of each partner? What is the role played by each one of them? What are their skills?
- What are the interests of individual partners? What are their specific vocations?
- How were the roles of various participants defined?
- How were individual participants' skills integrated?
- How are the partnership relations managed? According to what methods and mechanisms?
- Has the partnership been formalized? If so, according to what methods has it become "formal"? If, instead, it has remained "informal", why is it so? What are the advantages deriving from keeping the relationship on an informal basis?
- Has the same partnership produced/participated in other design activities?

PROJECT AND RELATIONS EVOLUTION

Focus: project evolution and sustainability over time

- Has the project changed over time? Has any adjustment been necessary?
- Is the project still going on today? What changes/improvements have been made?
- Have any beneficiaries been also involved in the management phase of the project? If so, how?
- How many people are currently involved? How many volunteers are involved? Has their number increased over time?
- What kind of relationship are there with the project beneficiaries? Have relations continued after the end of the project?
- How many beneficiaries are still involved in the initiative? What are their roles?

- Have the project results helped to change or improve the previous way of working of the people involved?
- Have relationships developed during the project continued after its conclusion? If so, how?

AWARENESS-RAISING/DISSEMINATION

Focus: communication methods and tools and impact on the community concerned by the initiative

- How was the project disseminated?
- How were the results of the project disseminated?
- Did you use any special procedures for disseminating information about the project or involving the beneficiaries, their families etc.?
- Have any special activities been organized to talk and discuss issues related to your project?
- Did these awareness-raising activities give rise to sharing of views and practices?
- To what extent did these awareness-raising activities concern any relationship between your project and environmental issues?
- Did these activities give rise to well-established problem-solving/management practices?
- Have the results of the project become a useful tool to take action on other areas/needs?
- How has the local community responded to the initiative?
- Have other local initiatives been conceived in connection to your project?
- Has the project changed the ways of dealing with that need?
- Have unexpected effects been produced?
- Has the initiative been transferred to other contexts?

LEARNING ORGANIZATION

Focus: improving individual partners' capabilities and collective learning

- Have the project results been shared with other partners?
- In order to improve your project, did you share views with other partners, by comparing other similar examples?
- Has the project been changed in the course of action following the identification of problems and critical issues?
- At the end of the work was it possible to formalize the project in some way or another? If so, how has it been formalized?
- During the course of activities, have participants received any form of training? If so, how was training organised?

EVALUATION OF FINAL RESULTS

Focus: transparency, accessibility to management data; evaluation and exploitation of results.

- Once the project was completed, was data collected? Has any evaluation taken place? If so, what methodology was used?
- Has the result has been discussed internally in the partnership?

- Have the project results been broadly discussed with the beneficiaries and the social stakeholders involved? If so, how?
- Have any Social Account procedures been used for the evaluation of the project? Is there any documentation?
- Has an activity report been carried out?
- Following the evaluation, what changes were introduced into the project and why?

INSTITUTIONAL RECOGNITION/LEGITIMISATION

Focus: level of involvement of institutions and formal recognition of activities

- How did the partnership relate to the public authorities? Have they been involved? If so, how? If they joined the partnership, was this membership relevant?
- Was the involvement of the public authorities in the partnership formalized by means of any deeds?
- Has there been any institutional recognition, such as, for instance, the inclusion of practices in public decisions?
- What institutional level and structure has been involved?
- What kind of relationships currently exist with the institutions?
- Has the service that has been designed and developed become a permanent tool integrated in the set of public policies?
- If so, has this recognition led to a greater institutional involvement? Have you taken part in any institutional committees? Have the individual members of the partnership been invited to participate in meetings with the institutions in a more structured way following the project?
- Has this project had an impact on public policy programming?

ENTREPRENEURSHIP/ECONOMIC SUSTAINABILITY

Focus: economic capacity of the managing authority, financial sustainability of the initiative and independence from public funding

- What financial resources have been allocated? What are the prevailing channels?
- Would the project be developed even without any external financial support?
- Was there any non-financial support? (E.g. loans; available equipment; etc.). Have facilities been made available to the Association?
- Have non-economic costs been reported?
- Have any self-financing capabilities been developed?
- Were you able to quantify the value of people engaged in the project?

ANNEX 2: 55 START-UP PROJECTS

Province of reference	Promoter	Project
Bologna	Association for social development and support "Don Giovanni Fornasini"	Educational project addressed to users with disabilities
	Xenia - Association for study and action on migration and development	Integra - Mothers' solidarity network between
	Xenia - Association for study and action on migration and development	Training courses
	Social Co-operative La strada di Piazza Grande	Asfalto - Homeless people's blog in Bologna
	Auser Bologna and Centro servizi per il volontariato Bologna (Volabo)	Nodi di vita
	Co-operative G. Dozza	Hygeia
	Centro Accoglienza La Rupe	Due piste per la coca / Two lines of cocaine
	Social Co-operative "La Rupe"	Integrat
	Association Punto d'Incontro	Punto d'incontro "San Giovanni"
	CADIAI Social Co-operative	Caffè San Biagio
	ANCESCAO Bologna	Centri Anziani on line /On-line Senior Centre
	Auser Emilia Romagna and Auser Bologna	La finestra sul cortile / Rear Window
	Voluntary Association Anteas - Auser, OOSS Pensioners	Rapporto di buon vicinato / good neighbour relations
	UISP Provincial Committee Bologna	body and mind stretching
	UISP Provincial Committee Bologna	Healthy lifestyles
	Auser GECCO	La canapa (Hemp)
	Ausl District of Casalecchio di Reno managed by CSAPSA	Giovani in Valle /Youth project
	CSAPSA in agreement with Asc Insieme	"Guarda Oltre"- Street Education Project
Ferrara	Anteas Emilia Romagna	Ambulatorio sociale / Social centre
	UISP Ferrara	Ginnastica al domicilio per anziani /Home-based Physical activity for the elderly
	Training Association: Inforjob Technical coordination: Consorzio Co-operativo Anziani and Non Solo	Aspasia plus
	ASP Ferrara - Centro Servizi alla Persona and ArciRagazzi.	Circoscrizioninsieme
	Consorzio co-operativo anziani and non solo	Talenti di cura /care talents
Forli-Cesena	Co-operative firm Sesamo	Segni and sogni /signs and dreams
	Community Initiative Equal Pegaso, Penitentiary Institution, Hera Spa	RAEE in carcere/ WEEE in prison
Modena	Crocetta Volunteer group, Albareto School club in charge of the organization of extra-curricular activities for school students, Madonnina Parish volunteer group	Experimental Project for the setting up of a voluntary group network
	Centro di Servizio per il Volontariato di Modena /Voluntary Service Centre of Modena	Piccoli mediatori crescono / Growing little mediators
	Associazione Coordinamento Centri sociali e orti di Carpi (Association for the Coordination of Social Centres and Vegetable Gardens of Carpi)	Anziani in rete / Networked Seniors
	Arci provincial unit of Modena	Terza età in ballo / Dancing events for seniors
	Associations: Noè, Momo, Faro, Il Cammino-Cesav, Gruppo idee nuove, Insieme a noi tutti, Overseas, Lag (Libera Associazione Genitori), Abito di Salomone.	Famiglie e solidarietà / Families and solidarity
Parma	Centro Anziani Orti	Memoria del futuro / Memoirs of the Future
	Provincial Coordination Unit Centri sociali Anziani e Orti with the support of Forum Solidarietà, Centro di Servizi al Volontariato of Parma and its province	Progetto Rete d'Argento – Mobility solidarity service
	Fondazione Cariparma	Sono mentre Sogno – SMS /I am while I dream
Piacenza	"Mele Verdi" Social Co-operative Onlus Municipality of Fiorenzuola d'Arda Municipality of Carpaneto P.no	"Mamme e bimbi a scuola insieme" /Mothers and children at school together

	"Acquarello" Amateur sports club	Sport, a people-friendly activity: Water and swimming benefits
	Unicoop Social Co-operative	Anziani e bambini insieme /Seniors and children together
	Sol.Co Piacenza and Provincial Authority of Piacenza	Memorandum of Understanding for the development of the integrated public/private social and work inclusion of disadvantaged people(SOLCO)
Ravenna	Arci Ravenna	Arciscuola: scuola dei mezzi di espressione / means of expression school
	Co-operative Casacoptre	Giardino dei semplici / Medicinal Herb Garden
	Consortium Fare Comunità	Sostegno Integrato Inserimento Lavorativo (S.I.I.L.) (Integrated Work Inclusion Support)
Reggio-Emilia	Auser Reggio Emilia	Buca dei Mestieri /Arts and crafts lab
	Ancescao Reggio Emilia	Vacanza sostegno /accompaniment services for trips
	AuserReggio Emilia	Frammenti di Memoria /Memory Fragments
	Provincial authority of Reggio Emilia Technical coordination unit: Consorzio Co-operativo Anziani e non solo	Diade
	ACLI Reggio Emilia	Integra Point
	Arci Solidarietà	Indovina chi viene a cena / Guess Who's Coming to Dinner
	Il Girasole Social Co-operative	Gruppo Bouquet
Rimini	Association Arcobaleno, Arci Provincial committee	Migrants' social inclusion
	Provincial Authority of Rimini, Training and Labour Councillorship	Provincial Authority of Rimini for the Italian Union of the Blind
Regional Territory	Anpas Emilia Romagna	Spazio famiglie and adozioni internazionali /Families forum and international adoption
	AICS Regional committee Emilia Romagna	Mettiamo in gioco per costruire /Playing and building
National and international	UISP Emilia Romagna	Ultrà Project
Egypt	AIFO	Community Based Rehabilitation for children with disabilities
Vietnam	AIFO	Support to people affected by the Kammuri typhoon in 3 Northern Vietnam provinces
Brazil Argentina Uruguay and Paraguay	COSPE	RED DEL SUR

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